United Nations ICSC/72/R.10*

International Civil Service Commission

Distr.: Restricted
26 April 2011

Original: English

Seventy-second session
New York, 21 March-1 April 2011
Agenda item 7 (b)
Conditions of service of the General Service and other locally recruited categories of staff

Review of the methodology for surveys of the best prevailing conditions of employment at headquarters and similar duty stations** (survey methodology I)

Report adopted by the International Civil Service Commission

Contents

* Reissued for technical reasons on 16 May 2011.
** Duty stations with similar labour market characteristics as those found at the headquarters duty stations.

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I. Introduction

1. The responsibilities of the International Civil Service Commission (ICSC) with regard to the establishment of salaries for staff in the General Service and related categories at headquarters duty stations are specified under the following sections of the Commission's statute:

(a) Under article 10 (a), ICSC is to make recommendations to the General Assembly on "broad principles for the determination of the conditions of service of the staff";

(b) Under article 11 (a), ICSC is to establish "methods by which the principles for determining conditions of service should be applied";

(c) Under article 12, "at the headquarters duty stations and such other duty stations as may from time to time be added at the request of the Administrative Committee on Coordination" (now the Chief Executives Board for Coordination (CEB)), ICSC is to establish "the relevant facts for, and make recommendations as to, the salary scales of staff in the General Service and other locally recruited categories".

2. The Commission assumed its responsibilities for the conduct of salary surveys for the General Service and related categories at headquarters locations from the close of its fourth session. At its fifth session, it noted that, henceforth, whichever of the methods for ascertaining best prevailing local conditions was adopted in a particular case, it was the Commission itself which was responsible for deciding on the method and the details of its application and for analysing the results, drawing conclusions from them and recommending a salary scale at every duty station, in accordance with article 12 of its statute. The methodology described below reflects the experience gained and decisions taken by the Commission during the course of the previous survey rounds.

3. The principle for setting the salaries of the locally recruited staff was initially promulgated by the Committee of Experts on Salary, Allowances and Leave Systems, known as the Flemming Committee, in 1949. This led to the issuance of a document by the Consultative Committee on Administrative Questions in 1952 entitled "The guiding principles for the determination of conditions of service for the General Service category", which governed the salary determination process for General Service staff from 1952 until the first salary survey was conducted by the Commission, in 1977. Those guiding principles have largely been followed by the Commission in the surveys conducted at headquarters locations since that time. At its thirty-sixth, forty-sixth, fifty-sixth and seventy-second sessions, the Commission decided to reaffirm the Flemming principle, as enunciated at the Commission's fifteenth session (see ICSC/15/R.26, annex VII), as follows:

> It is stated under Article 101 of the Charter of the United Nations that "the paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity". To comply with the standards established by the Charter as regards the employment of locally recruited staff, the organizations of the United Nations system must be competitive with those employers in the same labour market who recruit staff of equally high calibre and qualifications for work which is similar in nature

and equal in value to that of the organizations. Remaining competitive in order to both attract and retain staff of these high standards requires that the conditions of service for the locally recruited staff be determined by reference to the best prevailing conditions of service among other employers in the locality. The conditions of service, including both paid remuneration and other basic elements of compensation, are to be among the best in the locality, without being the absolute best.

4. At its sixteenth session, the Commission approved a methodology for the conduct of such surveys at headquarters duty stations. At its twentieth session, the Commission approved a survey methodology for non-headquarters locations. The Commission further reviewed and revised the two methodologies at its twenty-sixth, thirty-sixth, forty-fifth, fifty-sixth and fifty-seventh sessions. During its review of the methodologies at the seventy-second session, the Commission decided to discontinue the practice of applying a unique methodology to headquarters duty stations. Instead, it decided that the characteristics of the local labour market and the size of the General Service staff should determine which methodology would be applied to a duty station. Under this approach, similar duty stations would be grouped under a common methodology without regard to whether they were headquarters duty stations or field duty stations. The revised methodology contained in the present document shall be referred to as methodology I and shall, in addition to the headquarters duty stations, apply to similar duty stations previously surveyed under the non-headquarters methodology, including Bonn, Germany; Brussels; Copenhagen; The Hague, Netherlands; Tokyo; and Washington, D.C. Methodology I includes a glossary of terms (see annex I), as well as other annexes to assist in its implementation in a uniform manner. An alternate methodology, methodology II, contained in document ICSC/72/R.11, shall apply to duty stations other than headquarters and similar duty stations.

5. Whereas the Commission is responsible for the conduct of surveys of conditions of service at the headquarters duty stations, at all other duty stations, under both methodologies, such responsibility rests with the responsible agency designated by CEB. For the duty stations other than headquarters, that are covered by methodology I, such responsibility is assigned as follows: (a) for Bonn, Brussels, The Hague and Tokyo, the responsible agency is the United Nations; (b) for Copenhagen and Washington, D.C., the responsible agency is the World Health Organization (WHO). The Commission shall ensure, however, that the methodologies are applied consistently across all duty stations. The establishment of conditions of service for staff in the General Service and other locally recruited categories, as represented in the methodology below, is a complex technical exercise calling for the cooperation of all parties involved. Accordingly, the methodology describing the survey process should be as transparent as possible. The involvement of staff representatives in the survey process, in conjunction with the organizations and the ICSC secretariat or the responsible agency, is therefore highly desirable and will contribute to the transparency of the process for all interested parties. The local salary survey committee members should have access to information until the resulting salary scale is finally approved and promulgated. The transparency considerations, however, should not compromise the quality of the data collected.

6. The Commission feels strongly that it is preferable to conduct surveys with the participation of the organizations and staff; however, the technical requirements of a survey could still be met even if one of these parties decided not to participate in the

survey. During the previous survey rounds, staff at some headquarters duty stations opted not to take part in the survey process, which was nevertheless carried out successfully. Although it would be regrettable if the views of one party could not be heard in the survey process, the technical requirements of a survey could otherwise be met.

7. In their invitation to employers, the Chairman of the Commission or the responsible agency stresses the confidentiality of data provided by the employers, which is of great importance in convincing employers to take part in the survey. The parties represented in the survey will execute a written pledge to maintain this confidentiality (a model confidentiality pledge letter for participation in the local salary survey committee/survey team is provided in annex II), whereas a party that does not take part in the survey does not necessarily make that commitment. A breach of confidentiality, such as by divulging any employer-specific survey-related data to a party other than the survey specialist appointed by the ICSC secretariat or the responsible agency and the local salary survey committee, can lead to a major disruption of all surveys and should be considered sufficient reason for the replacement of that individual in the local salary survey committee. The offending individual could also be subject to established disciplinary procedures. Accordingly, survey data, which are accessible to participants throughout the survey process, will be made available to non-participating parties only once the analysis of the data has been completed. This will be done, without identifying employer-specific data, at the same time that the Commission or the responsible agency is presented with the draft survey report and findings. Once the survey is completed, the parties may only use information that becomes public through the report adopted by the Commission or the responsible agency. Moreover, contacts with participating employers aimed at seeking additional information and/or clarifying data collected must be authorized by the survey specialist. The above provision should not compromise the need to communicate useful results of the survey to the employers.

8. The methodology survey process described in the present document can be viewed as having four phases:

(a) The preparation phase, which begins with notification by the Chairman of ICSC or the responsible agency that a comprehensive survey will be conducted, consists of the establishment of the local salary survey committee, consultations with the committee on a general timetable for a survey, the choice of jobs, the selection of employers, the selection of benchmark job descriptions, the questionnaire and the application of the survey methodology to the particular duty station and the compilation of statistics on job and grade distribution of all local common system staff at the duty station. This phase, in which the survey specialist appointed by the ICSC secretariat or the responsible agency plays a key role in ensuring the correct and consistent application of the methodology, calls for the participation of the local salary survey committee under the supervision of the survey specialist. The preparation phase ends with the approval by the ICSC Chairman of the general timetable of the survey, the employers and benchmark jobs to be surveyed, the questionnaire and other related matters;

(b) The data-collection phase is carried out under the overall responsibility of the salary survey specialist. It consists of the collection, through interviews, of data on salaries, allowances and other conditions of service offered by surveyed employers, as well as any other relevant data and comments that will facilitate a complete and accurate analysis of the data. It is carried out by teams composed of members of the local salary survey committee (representing the administrations and staff) and the survey specialist. The data-collection phase ends with the completion of a master questionnaire for each employer, initialled by all participating team members to signify their joint agreement with its contents or their specific reservations;

(c) The data analysis phase involves the conversion of the data collected to a format suitable for comparison between the internal conditions of service of United Nations organizations and external conditions applying to surveyed employers. It is carried out by the salary survey specialist. However, the survey salary data should be provided to the local salary survey committee, on a confidential basis and in coded form, to permit their independent analysis using agreed analytical tools. Informal consultations with the local salary survey committee on the basis of the draft survey report are advisable. The views of the administrations and staff may permit corrections and/or modifications in the analysis or may be reported to the Commission or the responsible agency. The presentation of a report on the survey to the Commission or the responsible agency concludes the analysis phase, at which time the survey report may be made available to parties to the survey process who decided not to participate in the survey;

(d) The decision phase, including the construction of the salary scale, is based on the review of the survey analysis and results and is carried out by the Commission or the responsible agency. In the construction of the salary scale resulting from the survey, external comparability should be balanced with internal alignment considerations. It is indispensable to hear and take into account the views of the representatives of the local salary survey committee, orally and/or in writing. The Commission’s conclusions with regard to the salary scale at headquarters locations are submitted as recommendations to the executive heads of the headquarters locations. At other locations, the executive head of the responsible Agency approves and promulgates the salary scale. The sections of the methodology described below proceed in the order of the four phases described above.

II. Survey methodology I

9. There are several groups or parties participating at different levels in the salary survey process. An overview of the roles and responsibilities of these participants in the order of the survey process is as follows:

(a) The Commission determines the schedule for each round of surveys under methodology I in consultation with representatives of the organizations and staff. The duration for completion of a round of surveys under methodology I is between 8 to 10 years. Some flexibility in the scheduling of surveys may be required under exceptional circumstances, such as severe economic or political strife, or in cases of force majeure. Under such circumstances, the lead agency, after consultation with representatives of the organizations and staff, may propose revisions to the schedule for consideration by the Chairman of the Commission. Each duty station under methodology I is surveyed once during a survey round;

(b) The Chairman of the Commission, or the responsible agency, as appropriate, notifies the heads of organizations and staff of the upcoming surveys and requests the head of the lead agency (generally the organization with the largest number of staff at the duty station) to form a local salary survey committee, with representatives of the organizations and staff;

(c) The salary survey specialist appointed by the secretariat of the Commission or the responsible agency is responsible for providing training during the preparatory phase and guidance throughout the survey process. The salary survey specialist also ensures that the methodology is correctly and consistently applied;

(d) The local salary survey committee commences survey preparations by proposing jobs, standard survey job descriptions and a main and a reserve list of employers to be surveyed, and other data relevant to the conditions at the duty station;

(e) The salary survey specialist meets with the local salary survey committee to ensure that the proposals are commensurate with requirements of the methodology and assists the committee in finalizing a set of proposed survey materials for approval by the Chairman of the Commission or the responsible agency.

10. Upon approval, the survey data are collected by an interview team, consisting of a salary survey specialist appointed by the ICSC secretariat or the responsible agency (who serves as the team leader) and two members of the local salary survey committee (one representative each from the organizations and staff). Unresolved disagreements between members of an interview team may be presented to the Chairman of the Commission or the responsible agency for decision. The survey data are analysed by the salary survey specialist in consultation with the local salary survey committee. The salary survey specialist prepares a survey report, including the views of the committee, for submission to the Commission or the responsible agency. The Commission or the responsible agency, taking into consideration views of the local salary survey committee and the salary survey specialist in the survey report, as well as those expressed by representatives of the organizations and staff, decides on the application of the methodology in the survey. For surveys at the headquarters duty stations, the Commission recommends, inter alia, a salary scale to the executive heads of the organizations at the duty station. For surveys at all other duty stations, the responsible agency promulgates the salary scales.

III. Preparation phase

11. Once the Commission has approved a survey schedule, the Chairman of the Commission or the responsible agency notify the executive heads at the duty station of the upcoming survey about 10 months prior to the scheduled survey date. The organizations are expected to adhere to the survey schedule approved by the Commission. If, in exceptional cases, organizations wish the survey schedule to be amended, a request to that effect should be made to the Commission, which will consider what action would be the most appropriate. Generally, in such cases, the interim adjustment would continue to be suspended until such time as the comprehensive survey was completed.

12. In the preparation phase, during which decisions are made on, inter alia, the selection of jobs and employers, the survey specialists should ensure a correct and

consistent application of the methodology. At the same time, the local salary survey committee should be well informed regarding the survey process and all its phases.

Local salary survey committee

13. Upon the Chairman's or the responsible agency's notification, the lead agency at the duty station should establish a local salary survey committee composed of representatives of administration and staff of the organizations at the duty station. In nominating members for the committee, consideration should be given to including some members with previous survey experience to ensure continuity in membership between surveys. An important contribution of the local salary survey committee, with its balanced representation of organizations and staff, includes local knowledge, both of the organizations and of the local conditions, practices and legislation of the country. As such, the committee is responsible for ensuring that correct and up-to-date staff and job statistics are collected from all organizations. The committee should also gather data, analyse issues and formulate proposals with respect to the selection of jobs, standard survey job descriptions and viable employers, applicable legislation of the country, including taxes, and the survey questionnaire. It is the committee's responsibility to ascertain that the employers selected are in accordance with the requirements of the present methodology. The local salary survey committee is further responsible for selecting representatives from among its membership to take part in both the data collection and the data analysis phases.

14. The members of the local salary survey committee should be advised that employer-specific survey-related data obtained as a result of their participation in the survey must be kept confidential and cannot be divulged other than to the ICSC secretariat, the salary survey specialist or other members of the committee. Once the survey is completed, they may make use only of information that becomes public through the report adopted by the Commission or the responsible agency. Acceptance of the appointment means acceptance of these conditions.

15. At the early stages of the preparation phase — and well within a time frame to allow for completion of all pre-survey requirements (i.e., about six months prior to the survey reference date) representatives of the ICSC secretariat or responsible agency will visit the duty station to meet with the local salary survey committee. The purpose of this meeting is:

(a) To provide training and guidance to the members of the committee;

(b) To assist in formulating proposals for the selection of jobs, benchmarks and employers, the development of a questionnaire and the review of local taxes and any other relevant data.

16. As an integral part of the preparatory activities for each survey, the salary survey specialist should prepare a checklist of the relevant criteria pertaining to the proposed employers. The results of the preparatory phase, namely, proposed employers, jobs, selected standard benchmarks, the questionnaire and related matters, together with any comments received from the local salary survey committee, are submitted to the Chairman of the Commission or the responsible agency for approval. For surveys at the headquarters duty stations, if there are no controversial issues which could affect the survey, the Chairman of the Commission may approve the results of the preparatory phase on behalf of the Commission. If

there are controversial issues, however, these could, at the discretion of the Chairman, be referred to the full Commission. For surveys at duty stations other than the headquarters duty stations, the responsible agency approves the results of the preparatory phase.

A. Criteria for the selection of employers to be surveyed

17. The selection of employers plays a key role in the determination of the levels of remuneration. No guideline can be established that will guarantee that the selected employers are, indeed, representative of and among the best in the labour market. It is, however, essential to have the best possible sample of employers, so that the salary scales resulting from the survey are consistent with the principle of best prevailing conditions. While an employer might be considered unsuitable for the survey because of salary rates that are too low in relation to those prevailing among other employers, no employer should be ruled out of the survey because of salaries that are too high, provided the other criteria are met.

18. To identify in advance those employers which offer the best overall conditions of employment, research, contact and consultation with the representatives of the administrations and staff should be carried out. Other recent salary surveys conducted in the area for similar categories of employees will also be valuable sources. Additionally, the lists of employers from previous surveys conducted by the Commission or the responsible agency are of particular relevance. Continuity among the employers surveyed should be sought from one survey to the next, while attempts should be made to replace the lower-ranking employers with more attractive ones. Proposals for the inclusion of employers deemed to be among the best employers should be accepted a priori, subject only to the criteria mentioned below and to limiting the overall sample to a manageable number. Some form of preliminary inquiry among potential best employers is not to be ruled out, but when undertaken, whether formally or informally, it should have the prior consent of the Commission or the responsible agency or its representative(s), and its format should be agreed upon in advance.

19. The specific criteria followed with regard to employer selection should be applied with a reasonable degree of flexibility so as to meet the particular circumstances of each survey. The employers selected should be reputed to be among those offering the best overall conditions of employment.

20. Surveyed employers should represent a reasonable cross-section of competitive economic sectors, as well as the public service and parastatal organizations, with no sector unduly dominating the sample. To this end, the Commission has established a definition of the various economic sectors (see annex III below) to further enhance the coverage of the local market. The public/non-profit sector, including the national civil service represented by the ministry of foreign affairs, should form at least 25 per cent of the retained employers. Where the ministry of foreign affairs cannot be surveyed for any reason, the Chairman of the Commission shall decide on an appropriate course of action, which could include the selection of an alternate civil service employer after consultation with the local salary survey committee. In surveying the national civil service, it is important to ensure that the data collected relates to local staff stationed within commuting distance of the duty station, as required under paragraph 21 below. Data relating to staff on diplomatic or official

assignment outside the duty station are not pertinent to the survey. No individual subsector of the private sector should be represented by more than 25 per cent of the retained employers.

21. The employers selected should:

(a) Have systematic pay policies. It is also desirable that the employers have a structure by which jobs are ranked;

(b) Be located within commuting distance of the duty station so as to ensure that the employers surveyed are truly reflective of the local conditions. No exception should be made to this requirement. If an employer has multiple sites in the locality that follow the same personnel policies, all staff on those sites should be considered in the data analysis;

(c) Have been established in the locality for at least several (that is, about five) years prior to the survey to ensure that their salaries are not temporarily pegged at an artificially high level for the purpose of recruiting staff away from best employers;

(d) Not use the United Nations salary scales as the primary basis for setting salaries;

(e) Have a minimum number of clerical and support employees (normally set at 100).

22. Where transitional measures are required to maintain reasonable continuity of employers between surveys, the requirement under subparagraph (e) above would be applicable only to employers not previously surveyed. The requirement may also be applied flexibly to permit, as required, the following:

(a) The inclusion of employers with well-structured classification and/or pay systems;

(b) The inclusion of the required representation of the public/non-profit sector, including the national civil service;

(c) The necessary minimum number of employers to be retained.

In any case, employers with fewer than 50 employees in jobs similar to those in the General Service category should be excluded.

23. The number of employers from which the salary data are to be utilized in the analysis of the survey should be fairly constant from one survey to the next, so as not to risk biasing the results and introducing substantial fluctuations in the salary scales on the basis of the amount of data available. A sufficiently large number of employers should be included in the list of employers to be surveyed to enable a reasonable number (a minimum of 20) to be retained for data analysis, bearing in mind that some will not be able to participate or may provide unusable data. A main and a reserve list of employers should be used to arrive at the desired number of employers for data analysis. Sufficient numbers of potential comparators should be proposed by the local salary survey committee, taking into account possible employer refusal problems. As a general guideline, the main and reserve lists should each include a minimum of 20 employers. Where, as a result of lack of employer participation, a minimum of 20 employers cannot be surveyed within the timeline

established by the Commission or the responsible agency, the use of external data as provided in annex IV below may be applied to complete the survey.

24. At some duty stations where it has become more difficult to encourage comparator employers to participate in the survey process, administrations and staff organizations should explore means to improve the cooperation of employers. Contacts with employers through designated members of the local salary survey committee should also be maintained between surveys in order to facilitate their participation in future surveys. In order to provide employers with the survey results in a manner that is relevant to them and might further encourage their participation, the secretariat of ICSC and the responsible agency should obtain employer feedback and continually strive to enhance the survey report to provide data in a format useful to the employers.

B. Criteria for the selection of jobs to be surveyed

25. The effectiveness and reliability of any salary survey are largely determined by the way in which jobs are selected, described and then matched. While it may be recognized that the collection and analysis of salary and benefit data will determine the level of the resulting scales, it is the selection, description and matching of jobs which determines whether the resulting salary levels are appropriate and reflect the outside conditions.

26. Ideally, a survey would cover all grades and a large number of jobs in each grade so as to be highly representative of the jobs of the organizations. In practice, however, it is not feasible to cover all jobs. A sufficient number of jobs should be included to satisfy the need for representativeness, but not so many as to be unwieldy. For a job to be representative, it must reflect the average level of work performed in the jobs of that grade. It would not be representative to select a job which is particularly strong or weak relative to the normal level of work performed at the grade.

27. Given the promulgation by the Commission of a common job classification standard in 2009, the choice of representative jobs has become a more meaningful exercise. Statistics on all jobs need to be compiled as a first step, a process which can be accomplished effectively when job titles are applied carefully and in similar fashion by all organizations. In this regard, the common classification of occupational groups should form the basis for the relevant statistics of the General Service workforce.

28. Once accurate statistics on the types and numbers of jobs existing at each grade at a duty station are compiled, it is possible to identify the principal occupational groups (the ones with the largest numbers of staff) and the most populous jobs for each grade. Principal occupational groups should be represented in the survey by jobs at different grades (ranging from the lowest to the highest), since these jobs make up a significant part of the entire General Service category and because job matching is more accurate when jobs in a series are compared with outside jobs. The representative jobs for the different grades should consist of jobs from the principal occupational groups and other jobs which, in terms of their numbers, are significant. Jobs which are part of a series should preferably be surveyed as a series, even if one job in the series is not statistically significant. The inclusion of an entire job series has the advantage of facilitating the job-matching

process and is likely to result in more accurate and reliable job matches. All or most of the grades should be covered in the survey. Grades with only a handful of common system incumbents should be excluded from the survey process. Jobs that were previously surveyed but could not be retained since they were not matched by a sufficient number of employers should also be excluded, unless the selection of new employers makes it probable that these jobs would now be matched.

29. Jobs at the higher grades are often more difficult to survey. The work performed in these grades is often of a nature which places it near the work of the lower levels of the Professional category. A careful distinction should be made, before a survey, between jobs which belong at the higher levels of the General Service category and those which belong at the lower levels of the Professional category. It is useful to survey jobs at the higher General Service levels, particularly when they represent the top grade in an occupational series, so as to permit a more accurate definition and matching of the jobs immediately below them in their respective series.

30. Every effort should be made to include all grades in the jobs selected, and a large number of incumbents should be covered in each grade. There should be at least two jobs for each grade surveyed and the typical number of jobs to be surveyed should be between 14 and 20. A lower number of jobs might reduce the accuracy of comparison and thus jeopardize the basis for the determination of General Service salaries. To survey a number considerably higher than 20 would make the survey exercise more cumbersome and lengthy. The ultimate choice of jobs should provide a good overall coverage of the total population of jobs in the General Service category and of the population at each grade level. While the percentages will necessarily vary from duty station to duty station, as a general guideline, the surveyed jobs should account for at least half the total population and at least 40 to 50 per cent of the population in each grade.

31. The selected jobs at each grade should be representative of their grades in all the organizations at the duty station. Since they are chosen on the basis of a common classification system and are representative of their grades in one organization, then, by definition, they are equally representative for all organizations. Controversial jobs — for example, jobs that are incorrectly graded and/or encumbered, or jobs the classification of which is under appeal — should be excluded from the survey process. If anomalies in the classification of jobs at a particular duty station are identified, especially where the subsequent exclusion would have affected the survey results, the Commission or the responsible agency will report to the parties concerned and recommend to the executive heads that they be addressed. The Commission expects such recommendations to be implemented and may require the organizations to report on progress made in that regard.

32. Each job selected should apply to one grade only, and this should be reflected in the corresponding job description. In this connection, it should be recalled that the Commission has recommended against the use of linked grades. Accordingly, any jobs classified on this basis should be excluded from the survey. Jobs chosen for the survey should preferably not be composite jobs which include components pertaining to different occupational groups. If composite jobs are unavoidable, they should combine jobs in the same occupational series at the same grade and should be described carefully so as not to imply a level of responsibility or type and variety of work that would be representative of a higher or lower grade.

33. When jobs are being selected, particular attention should be paid to the likelihood of finding comparable jobs among outside employers. United Nations jobs of a specialized nature, and therefore relatively uncommon outside, should not be chosen. Of help in this regard is the series of jobs selected for the common set of benchmarks prepared by the ICSC secretariat in cooperation with the organizations (see para. 27 above and annex V below), which should serve as the primary basis for the selection of benchmarks. Only when coverage of the total population of General Service jobs becomes an issue should complementing the benchmarks with additional jobs be considered. In general, there should be a high degree of consistency at each duty station among jobs included from one survey to the next.

34. Finally, an approach must be chosen for those occupations which might fall outside the mainstream of the General Service category, such as manual workers, security service staff and laboratory workers. If the global job classification standard for the General Service category covers the jobs for the other occupational groups mentioned in a particular duty station, the normal criteria for representativeness would apply to all jobs. Thus, there would be no reason to treat jobs in those groups any differently from other jobs in the General Service category subject to the consideration in paragraph 33. In such circumstances, a single salary scale would be appropriate for all occupational groups at the duty station.

C. Survey job descriptions

35. The quality of survey job descriptions is crucial to securing reliable and objective job matches. Job descriptions must be clear, concise, geared towards job content and indicate the actual duties performed. They should describe an average or typical job within the given occupation and grade level and should show a clear progression of responsibilities within grade levels. They should neither be so detailed that few outside jobs would be found comparable nor so general that many widely diverse outside jobs would fit the description. Survey job descriptions should be readily understandable by comparator employers. Job titles should be related to the work performed rather than connote status or rank-in-person and should be drawn from the common classification of occupational groups established by the Commission. A standard format should be followed which includes the title; a brief organizational setting; the main duties and responsibilities; the level of supervision received and, in some instances, given; as well as the requirements to discharge the responsibilities. Survey job descriptions should be consistent with the common global job classification standards. In certain cases, the classification criteria for a job could differ from the recruitment criteria for the same job. In these cases, survey job descriptions should be based on the classification criteria, i.e., minimum criteria required to perform the job in question.

36. Any additional job descriptions prepared in accordance with the above guidelines in order to increase the representativity at certain grades should not normally require significant changes from survey to survey. In addition to the survey job descriptions, information showing the position of the job in the hierarchy (organizational chart) and an overall description of the common system organizational structure, including a description of the two categories of staff (General Service and Professional) should be provided to the comparator employers. A text for the latter is shown in annex VI to the present document.

D. Questionnaire and other issues

37. The questionnaire is the main instrument used to collect information and is structured on the basis of the objectives of the survey to facilitate the collection of relevant high-quality data. The questionnaire shown in annex VII is based on data to be collected, as further discussed in paragraphs 52 to 56.

38. The questionnaire is computerized and designed to incorporate easily all relevant data in order to provide instant analysis and to produce employer reports. Pre-testing of the questionnaire is essential to ensure consistency and to accommodate any special data requirements at specific duty stations. If, in exceptional cases, supplementary data are required to meet the needs of a duty station and labour market, such data may be collected, provided this does not have a negative effect on the survey accuracy or process.

39. Other issues specific to each duty station should also be explored during the preparation phase. Provisional tax and related data (e.g., national legislation with regard to remuneration, allowances and entitlements) should be reviewed to assess their impact on the survey result. Data on applicable taxes, legislation and social security provisions should also be collected. Owing to differences sometimes found in working conditions within the organizations of the United Nations common system, information should be collected from all organizations on official hours of work, differences in medical plans and the practice relating to the provision of uniforms, transport and any other important conditions of service. For such conditions of service, the organization should, to the extent possible, follow a common practice at each duty station.

40. It is important to emphasize the need for the most thorough of preparations for the survey. There must be sufficient time to complete the lengthy process of selecting employers and jobs and selecting from the standard benchmark job descriptions or preparing any additional job descriptions that may be required and the survey questionnaire. The participation of the representatives of the administrations and staff is an essential aspect of the overall process. Care should be taken to ensure that the representatives of the administrations and staff have had the opportunity to provide significant input before the conclusion of each phase and before advancing to the next. While every effort should be made to reach a consensus among the members of the local salary survey committee on the survey items, it is also important to ensure that the general timetable of the survey is observed. Should the local salary survey committee not be in a position to finalize preparation phase items by the deadline set in the survey timetable, the ICSC Chairman or the responsible agency, after consultation with the local salary survey committee, shall take a decision on how the survey should proceed. Following the conclusion of the preparation phase, adequate time must be allowed for the printing of survey material and for setting up appointments with employers.

E. Training

41. Survey team members should have practical experience in the conduct of salary surveys and be familiar with job classification principles. Training in all elements of the survey process is provided by the salary survey specialist appointed by the ICSC secretariat or the responsible agency before beginning data collection.

The preparation and use of a training manual, along with training on all aspects of applying the survey methodology, is essential.

IV. Data-collection phase

42. Data should be collected by means of on-site interviews conducted by teams, the composition of which is indicated in paragraph 43 below. The collection of high-quality data is of paramount importance. Where employer participation would be facilitated or the quality of data enhanced, the survey teams could employ techniques such as teleconferencing, electronic communication exchanges and telephone interviews. Where local conditions make it difficult to obtain data required for survey purposes, alternative procedures, such as the use of external data or commissioning the data collection to outside independent consultants, could be authorized by the Chairman of ICSC or the responsible agency.

A. Survey teams

43. Surveys are conducted under the responsibility of the survey specialists assigned by the ICSC secretariat, at the headquarters duty stations, or the responsible agency, at all other duty stations. Interview teams are set up under the leadership of the salary survey specialist. In addition to the salary survey specialist, the teams are composed of one member nominated by the organizations and one by staff. Survey team members should have practical experience in job matching and interview techniques, be conversant in the language spoken by outside employers, have practical experience in the conduct of salary surveys and be familiar with job classification principles.

44. Team members are present throughout the data-collection interviews with comparator employers and hence are all privy to the same information. Each has a copy of the questionnaire and benchmarks and may record all answers. Although one team member would generally lead in asking questions, all members have the opportunity to ask whatever questions they deem necessary. After the interview, all members agree and sign off on the final information obtained, so that the agreed data can be placed in the database. In the event of disagreements, there are dispute settlement procedures (see para. 51 below).

45. All members should be released from their regular duties and placed at the disposal of the ICSC secretariat or the responsible agency on a full-time basis for the duration of the data collection, during which time they would no longer represent their normal constituencies (i.e., administration and staff). Safeguards for the confidentiality of the data must be assured.

B. Interviews

46. In conducting the survey interviews, the survey team members should not be identified as representing any particular interest. In cases where a team member is not able to take part in the data-collection exercise, the data collector(s) should provide a substantial briefing to this team member on the results obtained. The

data-collection interviews should be conducted on the basis of the questionnaire, with pertinent and related questions being asked to clarify particular elements.

C. Job matching

47. The comparison and matching of survey job descriptions with comparator employers is the most important aspect of the data-collection phase. Principles in job matching need to be established in advance and followed in the interview and job-matching exercise. Consistency of approach among the different survey teams is essential. In establishing job matches, the focus should be placed on job content, i.e., duties and responsibilities, as well as the context in which the job is situated. Other information, such as qualification requirements, could be used, when available, to facilitate the matching process. Organizational charts and an overall description of the common system structure should also assist in establishing accurate job matches.

48. Job matching is conducted as the basis of determining four major elements:

(a) Structure: a detailed organization structure of the employer at all levels of responsibility for the four occupational groups, including levels both above and below those represented in the survey job descriptions;

(b) Content: a specification of grade-determining content for each level in the comparator's structure and the relationships between jobs in the hierarchy. Identification of jobs and levels of the comparable functions of the common system survey job descriptions;

(c) Progression: the occupational progression within the comparator's structure. Identification of experience and training requirements;

(d) Qualifications: identification of the educational requirements for each level of responsibility.

49. Jobs in the General Service and related categories do not require a university degree. However, in cases where outside employers require a university degree for survey jobs, such matches could be accepted if the comparator jobs were held by staff who, like the senior General Service staff in the common system, have reached this level of responsibility on the basis of extensive experience and knowledge. If such posts, however, are held by university graduates in the relatively early stages of their careers, a job match would be disallowed. In summary, where posts are established exclusively to recruit professional trainees at the beginning of their career ladder, those posts would be excluded.

50. Job matching should be undertaken on the basis of a comparison of the common system survey job descriptions and similar functions and requirements of the comparator. In this context, it is recalled that, whereas the common system structure includes a fairly detailed level of specialization in the occupational groups, some employers at certain duty stations do not apply such a level of detail. Instead, employers may apply grade level definitions that are not necessarily broken down by occupation. Where an employer cannot match specific jobs but is able to provide data on comparable levels of responsibility for similar work, job matches may be established. In such cases, a generic description of responsibilities should be developed, typical for the grade level, or a set of notes to complement the specific

survey jobs. The employer should be asked to indicate the number of incumbents for any of the specific common system benchmark jobs. Should the employer be unable to do so, the total number of relevant staff in comparable occupations in the grade would be assigned on an equal basis over the matching survey jobs.

51. Every effort should be made to arrive at a consensus between members of the survey team on the acceptability of a job match. However, if consensus between members of the survey team cannot be reached, the matter will be brought to the Chairman of the Commission or the responsible agency for decision. In this regard it should be noted that, while a comparator employer may propose a job match, the job-matching decision lies with the survey team.

D. Other data to be collected

52. Once the comparability of jobs is established, other data must also be collected as follows:

(a) Salary for comparable jobs;

(b) Number of employees in each comparable job;

(c) Other elements of remuneration;

(d) Employers' pay policies;

(e) Leave and hours of work;

(f) Fringe benefits;

(g) Social security and pension provisions.

53. The most appropriate type of salary data to be requested is average salary data and range minima and maxima. Individual salary rates should be collected only where average salary data are not available or it is too burdensome for the employer to provide them.

54. Range minima and maxima, where available, are useful as a check on the consistency of the data on salaries actually paid. There may be situations where employer practices make it difficult to obtain data on the average of salaries actually paid in a form suitable for the analysis — for example, when the data available on actual salaries reflect groups of jobs or grades and thus cannot clearly be related to the surveyed jobs. Under such circumstances, however, information may also be obtained on entry rates and the maximum salary for each job matched, the maximum being defined as the top regular step of the employer's scale or the top of the employer's range for that particular job, provided that the maximum salaries reported by employers can effectively be achieved by their employees and do not correspond to longevity steps.

55. Other data may be required for a survey at a particular duty station, and the model questionnaire should be adapted accordingly. As noted in paragraphs 37 to 39, the questionnaire may also be divided into a set of questions related to specific employer data required and a set of optional questions — for example, related to social security provisions — which could be submitted to a select number of employers only.

56. It is essential to collect detailed information on all benefits, both quantifiable and non-quantifiable. Whether or not these benefits will be added to salary, information relating to: (a) the structure; (b) the eligibility criteria; (c) the taxability; and (d) the utilization of a benefit should be collected to enable comparison to be made. Any supporting documentation, such as job descriptions, salary schedules and benefit plans, should, if possible, be obtained from the employer. Follow-up visits or contacts with the employer may be necessary to clarify certain elements or to complete gaps in the data collected. Further details as regards the data requirements for fringe benefits are described in paragraphs 67 to 75 below.

V. Data analysis phase

A. Criteria for retention and elimination of employers and jobs

57. A distinction should be drawn between quality and quantity of data. Quality of data can be assured through accurate job matching. Assuming that the data collected will represent acceptable matches only, it is desirable to retain as many data as possible, subject to some limitations. In order to retain a job match for an employer, there should be more than one incumbent, unless the job in question is clearly one of a kind and a larger number of incumbents could not reasonably be expected. This requirement may be applied somewhat more flexibly when it concerns job matches at the most senior General Service level, where even within the common system the selection of statistically significant survey jobs may have posed problems at some duty stations. All proposals to retain jobs with single incumbents should be submitted to the Commission or the responsible agency for review.

58. In order to retain the data of an employer, one third of the survey jobs, covering at least one half of the surveyed grades, must be matched. Where transitional measures are required to meet other survey criteria, this criterion would be applicable only to employers not previously surveyed. In such cases, employers must provide data for at least two comparable jobs. The survey result for a particular job is to a great extent affected by the number of employers providing data for the job, whether the analysis is based on actual salary data or range minima and maxima. As a general guideline, in a survey with a minimum of 20 employers retained for analysis, at least one third of the retained employers should provide data for a particular job in order to retain it for the analysis.

59. In addition to the guidelines concerning what constitutes sufficient data for retention of a job or employer, it may be necessary to provide for the exclusion of data on grounds other than data sufficiency. Data could conceivably be excluded if an employer were found to present unreliable information. Unreliable data may result when an employer is uncooperative or has a totally ad hoc and unsystematic approach to pay and grading, or when the employer’s representative meeting with the survey team is not knowledgeable about the jobs in his or her organization. Furthermore, if it were determined that the employer followed personnel policies that were deemed to be either unethical, illegal or improper, the employer should be excluded from the final analysis. Such exclusions are to be considered provisional pending final review and decision by the Commission or the responsible agency on a case-by-case basis. Salary data for part-time employees should already have been excluded during the data-collection phase. Also, salary data representing extremes at

either end of a job-by-job salary ranking for survey employers should be brought to the attention of the Commission or the responsible agency for their review.

B. Salary data: type of data to be used, estimates, uniformity and date of data

60. Data on the annualized average salaries actually paid are most appropriate for purposes of the analysis at the majority of headquarters duty stations. Since it would be inappropriate to base the analysis on a combination of average salary data and minima and maxima, only annualized average salary data should normally be used, except where such data cannot be made available in a suitable form, as described in paragraphs 53 and 54 above.

61. When the analysis is based on annualized average salaries, the average of salaries paid by the employer for each job matched should be used to determine the outside matching salary per job. Where the analysis is based on actual average salaries and data can also be obtained on scale or range minima and maxima, the relationship between the outside maximum and minimum salary per grade is reviewed to ensure that the internal within-grade spans are comparable to those of the surveyed employers (the determination of the outside matching salary per grade is described in paras. 82-87 below). If, exceptionally, minima and maxima serve as the basis for the analysis, the salary comparison should be made using the minimum salary for each surveyed job, defined as entrance-level rates actually paid. The outside matching minimum salary per grade should be used to establish United Nations salaries at step I of each grade, and the outside maxima to determine the appropriate internal grade spans.

62. There may be occasions when the employer can provide only estimates of average actual salaries. There is no reason a priori to exclude estimated data, but the survey team should take special care to ascertain that the estimates that can be provided are suitable for the analysis. Range midpoints may be appropriate estimates for some jobs but probably not for entrance-level jobs. Grade averages can be suitable when the surveyed job is typical for the employer's grade. Salary data for a representative department may be usable, provided the department is typical as regards turnover and promotion and the salaries are neither abnormally high nor abnormally low for the employer as a whole as regards the jobs in question.

63. Salary data for a job which does not exhibit a wide spread tend to be more credible and certainly better suited to analysis than data which are spread over a wide range. A wide spread may indicate either an imprecise job description or simply that pay rates are less sensitive to market factors. It is important that the survey team carry out the job matching with a high degree of precision and scrutinize the salary data collected to ensure that they are consistent and reliable. The fact that salaries are high or low is not, by itself, a reason to exclude them.

64. The use of a standard reference month which is both recent and convenient to the employers is the appropriate way to obtain the best prevailing rates at one point in time. If salary data obtained are current at the time of the survey, there is no basis for further adjustment. "Current" can be defined as the rates or scales of the employer that are within their normal cycle and are not overdue for an adjustment. Where an employer has salary scales and adjusts them at fairly regular intervals on the basis of an index, consideration could be given to the employer's pay cycles in

relation to the date of the survey. Salary data should be expressed in gross annual terms at the outset of the analysis.

C. Other elements of remuneration

65. Elements of remuneration paid in cash, which are separate from in kind fringe benefits, are relatively easy to compare with the remuneration of the common system organizations, as, with few exceptions, they do not provide allowances in addition to base salary. The criteria for adding other elements of remuneration to salary must take into account:

(a) The frequency with which they are paid;

(b) At what point in the employee's career they are paid;

(c) How many and which employees receive them;

(d) Whether the amount is fixed or variable from year to year.

66. The variations from one duty station to another may necessitate some flexibility. However, general guidelines governing many of the common occurrences of other elements paid in cash are set out below:

(a) *Payments to all employees on a regularly recurring basis and in a fixed amount*. These allowances may be paid once a month, such as a transport or meal allowance, or once a year, such as a year-end, Christmas, Easter or vacation allowance. They may be expressed as a constant percentage of the monthly or yearly salary or as a flat amount in local currency. Extra months of salary would also be included under this category. These payments should be added to salary;

(b) *Payments to all employees in a job or grade or category, or varying in amount from job to job or grade to grade*. Provided that such payments are otherwise like those in paragraph 66 (a) above, they should be added to the salary of all employees on a job-by-job or grade-by-grade basis, as appropriate;

(c) *Payments varying in amount from year to year, based on the profitability of the employer*. Payments which vary in amount from year to year based on the earnings, profits or productivity of the employer should normally be added to salary as long as it is a well-established practice of the employer to make such payments and to make them to all employees. (These are not to be confused with payments which vary according to the productivity or performance of the employee.) The amount of the payment in the previous year should be utilized if it is consistent with the normal magnitude of the allowance, or else the average of the three preceding years should be determined;

(d) *Performance payments made to individuals that are of an exceptional nature based on the merit or productivity of individuals and would not be paid as a part of salary*. Such payments should not normally be taken into account. However, if at least 75 per cent of the staff receive such payments then they should be quantified on the basis of the amounts given to individuals whose performance does not exceed performance expectations in any way;

(e) *Payments based on seniority and longevity*. A typical longevity payment would be, for instance, a one-time cash bonus after 20, 25 and/or 30 years of service. Since such longevity payments are made by employers to reward exceptionally long service and fidelity, it would be a distortion to add them to salary and thus compensate other staff for this type of bonus (even when employers can identify those employees who actually receive the bonus in a given year and can add the corresponding amounts to individual or average salaries). Non-recurrent longevity bonuses should therefore not be taken into account in the analysis of salary data. Only where such one-time longevity payments are the generalized practice in the locality — for instance, by law or by virtue of collective agreements — should the practice be of concern to the survey, and, in such a case, it would be more appropriate that a recommendation be made to the United Nations organizations to offer a similar benefit rather than to reflect it in salary. Local practice in this respect should be weighed against the long-service or longevity step(s) included in the salary scales of staff in the United Nations General Service and related categories. However, regularly recurring seniority-based allowances may be considered comparable to seniority-based salary increments and should therefore be added to salary, provided their payment is not limited to employees with unusually long service, i.e., 20 years or more;

(f) *Payments for which any portion is deferred until separation*. Examples would be employer payments into profit-sharing or payroll savings plans designed to operate as supplemental retirement schemes. In many cases, employees have no access to such funds until separation or only have access on an exceptional basis, under very limited circumstances. Such payments should therefore not normally be taken into account. The relevant amounts may be added to salary only if employees have relatively free access to these funds or to the extent that the plans provide for regular cash disbursements.

D. Fringe benefits

67. Fringe benefits are defined under the methodology as the tangible non-cash goods and services, usually of a non-social nature, provided by employers. Such benefits would either be subject to quantification and added to salary or be left for a general, overall comparison with fringe benefits offered by the organizations of the United Nations system. Salary, other elements of remuneration and quantifiable fringe benefits should be compared as a package since they are all of a tangible and non-social nature. It is to be understood that any benefit should be evaluated at the cost to the employer and not at its normally recognized or computed market value.

68. To qualify for consideration, fringe benefits must meet the following criteria:

(a) The benefit must be offered across the board to all employees and under similar conditions;

(b) The benefit must be taken advantage of by at least 75 per cent of the staff eligible for the benefit;

(c) The employer must be able to provide the participation rate and the cost to the employer.

Benefits that have a counterpart within the United Nations system are not accounted for.

69. Fringe benefits, although not offered in cash, should be converted to the remuneration side of the analysis provided they meet the qualifying requirements in

the preceding paragraph. Fringe benefits include such things as free or discounted company products, recreation facilities, vacation packages and similar benefits. As a general rule, the approach used in the quantification of fringe benefits should be comparable to that approved for duty stations under methodology II. Annex VIII provides an overview of a range of benefits and the method of their quantification.

70. To determine which fringe benefits, as defined in paragraph 67 above, should be quantified and added to remuneration for the purpose of analysis and which would be looked at in an overall comparison, the guidelines in paragraphs 67 above and 77 below (which describes social benefits and other conditions of service) should first be applied.

71. Free or subsidized meals constitute a typical fringe benefit that would be added to salary. Where the employer provides a free or subsidized meal, the benefit should be quantified only on the basis of the cost to the employer, when such information is available. Otherwise, the benefits should not be quantified. Where the employer pays a clearly identifiable subsidy directly to the employee, either in cash or as a voucher, this amount should be converted to an annual figure based on the employer’s work year and added to salary.

72. In the case of in kind subsidized transportation, use of urban buses and subways free of charge to the employee (or at a reduced fare) would normally qualify as a benefit to be added to salary. Again, the benefit is to be quantified on the basis of the cost to the employer and not the price of a fare for the service. If there is no cost to the employer or the employer cannot provide cost data, the benefit should not be quantified. Bus service from distant locations to the city limits would normally not qualify.

73. Benefits should be determined to be either taxable or non-taxable for the purpose of calculating net remuneration. Illegal benefits should be excluded from consideration.

74. Data collected on unquantified fringe benefits, other conditions of service and social benefits should be considered by type of benefit on the basis of comparable provisions. Any differences found to exist between inside and outside conditions in these areas would not normally enter into the determination of salaries. Where possible and appropriate, however, organizations should attempt to align their practices with the best prevailing outside conditions on a benefit-by-benefit basis.

75. Fringe benefits such as refreshments provided by employers for consumption during the course of the workday and company-sponsored social events are not considered basic elements of remuneration and are therefore not to be quantified.

E. Non-pensionable component

76. Some of the elements of remuneration mentioned in paragraph 66 above, as well as some fringe benefits mentioned above, are considered non-pensionable by outside employers. Data should be collected to permit the establishment of a non-pensionable component as described below. Where total non-pensionable benefits and allowances constitute a significant part of net remuneration (for example, 15 per cent) a separate, non-pensionable salary component should be established. However, only the amount which exceeds 10 per cent of total net remuneration should be taken into account in establishing such a non-pensionable

component, with the rest remaining as part of base salary. The maximum amount of the non-pensionable component should not exceed 20 per cent of total net remuneration. The main criteria for the determination of pensionability in a consistent manner at all duty stations should be the regularity, recurrence and predictability of benefits and allowances paid to employees in cash. On this basis, the remuneration elements shown in annex IX to the present document should be considered pensionable.

F. Social benefits and other conditions of service

77. Social benefits will be taken to mean the payments (in cash and in kind) and the services and guarantees provided by the employer for the well-being and welfare of the employee and his or her family members, including health insurance and other health-related matters; provisions for sickness, disability, accident and death; occupational safety and health provisions; maternity and paternity benefits; pension and retirement benefits; unemployment benefits; all benefits in relation to family members; and provisions for education. Other conditions of service will, by elimination, mean those which are not salary, other elements of remuneration (i.e., those referred to in section V.C above), fringe benefits or social benefits, but will not include intangible, work-related factors, such as security of service, prospects for promotion and career development, job satisfaction and motivation, recognition and evaluation of work, and job training.

78. Information on conditions of service, such as outside social security provisions to which the employer makes a contribution, annual leave and public holidays, should be collected from employers willing to complete optional parts of the questionnaire in the course of each survey, even though they are to have no direct bearing on the Commission’s or responsible agency’s salary recommendations or on the level of the dependency allowances resulting from the survey. The Commission uses such data in reviewing the overall conditions of employment at a given duty station, as well as when making assessments of the desirability of maintaining uniform, system-wide schemes, as in the case of pension, leave and health insurance. Where possible, the cost to the employer of providing retirement and medical plans over and above the national minimum should be ascertained. Data on annual leave and public holidays should also be collected for information purposes. Differences between employers and the common system in health insurance subsidies or premiums, however, are not quantifiable. The Commission wishes to review differences in social provisions and leave at the time of each survey. These differences, together with conditions of service other than salary, must be reflected clearly in each survey report. The cost to the employer, if any, for retirement or pension plans, disability benefits and health and life insurance should be collected, if available.

G. Hours of work

79. Hours of work should be understood to mean the length of the workweek, excluding officially recognized lunch and other breaks. Differences in the reported hours of work between surveyed employers and the United Nations should be taken into account. The calculation of the difference should be based on a proportional adjustment to salaries, accounting precisely for the full difference in hours worked.

This adjustment should be made on an employer-by-employer basis and applied to the base annual gross salary per job as well as to any allowances and benefits expressed as a proportion of base salary.

H. Overtime compensation and shift differentials

80. As the practices concerning overtime compensation and shift differentials at the headquarters and other duty stations are generally aligned with local conditions, queries related to these issues should be excluded from the questionnaire, unless specifically requested by the duty station following a change in local conditions, as verified by a change in national legislation or national labour contracts.

I. Netting down of outside gross salaries

81. Outside gross salaries for each job and each employer should be converted to net salaries by the application of the appropriate tax rates to which outside employees in the locale are subject, as appropriate, for single persons. When some of a comparator’s staff are not subject to taxation, special tax provisions applicable to such staff of the surveyed employers are to be excluded. Benefits and allowances which are taxable should be added to gross salary before the tax rates are applied; those which are not subject to taxation should be added to after-tax amounts. In converting from gross to net, deductions, exemptions and rebates should be taken into account in amounts which are typical and appropriate for the category and/or grades of the employees concerned. This may be done through standard deductions or average itemized deductions. As current and reliable information on tax laws, regulations and tables is vital for the conduct of surveys, for the determination of dependency allowances and for the implementation of interim adjustments to salary scales, the organizations should collect and maintain up-to-date information on local taxation for such usage in connection with the surveys. Tax calculations which are anomalous should be brought to the attention of the Commission or the responsible agency.

J. Outside matching salaries per job

82. The job selection, job descriptions and job matching should secure the technical reliability of the survey by ensuring that the jobs surveyed are truly representative of the organizations’ inside jobs and that the data collected are for comparable outside jobs. The establishment of outside matching salaries based on technically reliable data is the process which will determine at what absolute level the common system salaries will ultimately be set. The matching process therefore has direct implications for the recruitment and retention of staff. It is the step of the salary survey exercise which links the result with the principle for determining the salaries of the General Service category.

83. The surveyed outside matching salaries must permit the organizations to compete quite favourably with the other employers and normally to retain staff, once recruited. The manner for determining the “right” set of matching salaries is a function of all aspects of the survey process as reflected by experience over time and by pragmatic considerations. In this regard, it is the sample size of surveyed

employers, the method for establishing the outside matching salaries and the calculation of internal matching points, which, taken together, will ultimately have the greatest influence on the salary levels resulting from the survey.

84. There must be consistency, from survey to survey, for each of the three above-mentioned factors in order to ensure an effective approach to salary administration and a stable but favourable position in the overall labour market of the locality. If the experience of the organizations over a number of years has indicated a successful recruitment rate and an acceptable turnover rate (and for this purpose organizations should actively maintain and analyse statistics and qualitative data on recruitment and turnover), then, from the compensation point of view, the survey scope and the salary determination process were appropriate for the duty station.

K. Analysis of data from the national civil service comparator

85. The data for the representative national civil service comparator must be separately analysed from that of the other employers as follows:

(a) The weighted average salary for each grade should be calculated by weighting the average salary for each benchmark job that has been matched with the national civil service by the corresponding number of staff in that job in the common system organizations;

(b) The weighted average national civil service salaries per grade calculated in (a) are compared with the United Nations average salaries in those grades to determine the percentage difference per grade. In arriving at the United Nations average salaries, where more than one salary scale is in effect for the same category, the scales are combined and the overall weighted averages per grade are calculated;

(c) The weighted average percentage adjustment based on the comparison against the national civil service is determined by calculating the weighted average of the percentage difference in each grade calculated in (b) above and the number of common system staff in those grades.

L. Analysis of the data from the other employers

86. The outside matching salaries based on employers other than the national civil service comparator should be determined on a job-by-job basis. Under the standard 75th percentile method, the salary data for each job are ranked in descending order, and the salary level below which 75 per cent of the observations in the data set are found would represent the 75th percentile. The interpolated 75th percentile method is a refinement of the standard 75th percentile approach. Under this method, the uneven salary progression representing the actual data collected is smoothed by means of regression analysis, and the 75th percentile salaries are selected from the smoothed salary levels. This modification reduces the impact that small changes in the database could have on the level of the 75th percentile salary. The interpolated 75th percentile method should be used in preference to other approaches in the selection of the outside matching salaries. An illustration of the interpolated 75th percentile method is provided in annex X to the present document.

87. Except where the data analysis is based on individual salary rates, a procedure which is not normally used, the application of some weighting technique in the selection of the outside matching salaries is required. The issue is whether the size of employers and, by implication, the number of outside employees in each comparable job should be taken into account in analysing the survey data, and if so, to what extent. Giving full weight to the number of outside employees in the job or giving equal weight to the data of all employers is not advisable, since both represent extremes as weighting techniques and may bias the results. An intermediate and more appropriate measure consists of using in the weighting the logarithm of the number of incumbents in the outside matching jobs. The salary data for every employer should be weighted by the logarithm of the number of incumbents in each matching job, provided that the data on numbers of employees are available. A modified logarithmic weighting system should be used so that matches with a single outside incumbent can be taken into account. Under the traditional logarithmic weighting system, the log of one is zero. The logarithmic weighting system should be modified by assigning a weight to one and revising the weights for other numbers accordingly, as shown in the illustration provided in annex XI to the present document.

M. Dominance

88. Dominance is most likely to occur when individual salaries are collected and utilized or if full weighting is used for salary data representing averages or minima and maxima and a small number of employers have large numbers of staff in the surveyed jobs. As was stated above, full weighting should not be applied, since weighting by the logarithm of the number of incumbents in the outside matching jobs will reduce any possibly distorting effects while maintaining general relativities in size. Where employers provide individual salary data, these should be converted to averages of individual salaries for purposes of the analysis and logarithmic weights applied.

N. Outside matching salaries per grade (for employers other than the national civil service)

89. Outside matching salaries per job should be converted to outside matching salaries per grade by weighting the matching salary for each job in the grade by the number of common system staff in the job. Regression analysis should then be applied to produce the relevant outside matching points per grade for comparison with the inside matching points.

O. Adjustment for language, sex discrimination and other factors

90. Under normal circumstances, provided that the survey has been carried out in accordance with the present methodology, the outside matching salaries resulting from the survey should be used without modification in all further steps up to the construction of the salary scale. Only in exceptional circumstances should adjustments to the survey results be considered.

91. The need to account for major differences in language requirements between the organizations and outside employers was one such exception. In places where the local language is a working language of the organizations, there is no justification for any addition to the best prevailing rates in the base salary of locally recruited staff required to work only in the language of the duty station. The salary survey should normally cover monolingual jobs, bilingual jobs being dealt with through the job classification system in the grading of the jobs. When all the internal jobs are bilingual and the outside jobs are normally monolingual, however, consideration may be given to adjusting the survey results, thereby compensating for the bilingual requirement through the scales.

92. In cities where the local language is not a working language of the organizations, an adjustment was made previously to recognize, inter alia, that the outside rates related to outside staff who worked only in one language and that it was difficult to recruit local staff with appropriate language skills. As this difficulty has gradually diminished, such amendments are no longer to be included.

93. In bilingual localities, it is reasonable to suppose that local salary scales based on best prevailing local conditions will, by themselves, suffice to attract staff with some knowledge of a second working language. In such cases, there would be no reason for establishing the salary levels to make any addition to outside best prevailing rates in respect of the language factor.

94. Salaries established according to best prevailing conditions should not, as a matter of principle, reflect discriminatory treatment by outside employers on account of differences in race, sex, language or religion. The organizations, for their part, should actively seek to ensure that no discriminatory treatment is practised within the United Nations organizations themselves as regards recruitment, promotion, career development and the full range of personnel practices.

P. Internal matching points (for employers other than the national civil service)

95. The dual payline approach should be used in the selection of the internal matching points for employers other than the national civil service. Under this method, the same regression analysis techniques are applied to internal and external salary data. The average inside salary for each surveyed grade is calculated. Where more than one salary scale is in effect for the same category, the scales are combined and the overall weighted averages per grade are calculated. Included in this data are salary data for staff in receipt of the extra longevity step approved by the Commission in 1984, at the next lower step, as well as for staff at steps beyond those approved by the Commission, at their actual step. In view of the job classification system and dual payline methodology, no adjustments in respect of internal/external differences in length of service/seniority should be made. The salary figures thus obtained are then smoothed by regression analysis and compared with the outside matching points per grade derived from the outside matching salaries per grade through regression analysis. The gap between inside and outside remuneration represents the adjustment resulting from the comparison with employers other than the national civil service. An illustration of the dual payline method is provided in annex XII to the present document.

Q. Overall adjustment

96. The overall adjustment based on the surveyed employers is arrived at by weighting the adjustments arrived at from the comparisons with the national civil service as set out in paragraph 85 above and the other employers using the dual payline approach described in paragraph 95 above. The weight assigned to the adjustment derived from the comparison with the national civil service shall correspond to 10 per cent. The remaining weight of 90 per cent shall be assigned to the adjustment derived from the comparison with the other employers.

97. Where the number of employers retained is 20 or more, the adjustment arrived at from the preceding paragraph would represent the adjustment to be made to the United Nations scale. Where the number of employers retained is less then 20, the weighted adjustment arrived at from the comparison described in the preceding paragraph shall be combined with external salary movement data in accordance with the procedure in annex IV to arrive at the overall adjustment to be made to the United Nations scale.

VI. Decision phase, including the construction of the salary scale

98. At this stage, for surveys at the headquarters duty stations, the Commission reviews in greater detail the application of the methodology and the analysis of the various steps in the survey. The local salary survey committee members representing the organizations and staff may present to the Commission, on behalf of their respective constituencies, their positions with regard to the survey, as they deem necessary. The Commission then takes final decisions on the specific elements of the survey and the various aspects relating to the application of the methodology. Rule 33.2 of the rules of procedure of the Commission states as follows:

> Before taking any other decision that may require expenditure, the Commission or the members to whom a function has been delegated shall consider financial estimates prepared by the Executive Secretary,

In order to satisfy rule 33.2, estimates should be made available to the Commission prior to adoption of any recommendation of a new scale to organizations. In order to keep the process transparent for all parties, such information should also be available to representatives of administration and staff.

99. For surveys other than at the headquarters duty stations, the review and decision process is conducted by the responsible agency. The local salary survey committee may present its positions with regard to the survey, as it deems necessary, in the report presented to the responsible agency. The ICSC secretariat participates in the review process to ensure consistency in the application of the methodology.

A. Construction of the salary scale

100. There are a number of inherent difficulties in attempting to standardize the structure of salary scales of the organizations. These are due to two basic factors. On the one hand, the organizations seek, to some extent, to reflect job relativities in the local labour market and national economic and social policies that have a bearing on the overall structure of outside salaries. On the other hand, the organizations’

internal needs tend to vary somewhat from duty station to duty station. The shape of the scale (in terms of the number of grades and steps) may have evolved over time at each of the duty stations to one which is appropriate for the particular location and for the organizations concerned.

101. The scales resulting from the surveys should attempt to reflect outside practice and, at the same time, respond to the internal needs of the organizations. Reflecting outside practice would imply surveying as many grades as possible and utilizing, to the extent feasible, the results for each of these grades. Rigid application of the survey results, however, will not normally provide a scale with a desirable structure. The needs of the organizations will have to be taken into account by establishing a coherent scale. It should be compatible with sound personnel and pay policies and the internal classification structure and should be responsive to staffing requirements. It may therefore be necessary to depart from the survey results for a particular grade (or grades). As a general guideline in such cases, the salary rates resulting from the survey should remain as close as possible to the survey data at the most populous inside grades, but may differ somewhat from the survey findings for the relatively less populated inside grades. It would also be desirable for the salaries resulting from the survey to be in line with the best prevailing outside rates at the lowest and highest points of the scale.

102. The organizations' personnel and pay policies will affect the inter-grade relativities, within-grade spans and grade overlaps. Ideally, the progression in level of responsibility from one grade to the next will be reflected in an increase in salary of similar proportions. Deficiencies, including the problem of grade overlap, should be corrected, even if only gradually. Marked discontinuities from one scale to the next should be avoided when possible.

103. The construction of the scale should normally be based on net salary values, using, as necessary, methods of regression, smoothing and rounding. Extrapolation should be carried out to determine the salaries of those grades which have not been surveyed, again allowing for the internal needs of the organizations.

B. Effective date of survey results

104. Every survey will have a reference date to which the survey data should correspond. The recommended scales based on the survey results would therefore relate to that reference date. The data collected represent best prevailing salaries at the reference date and, from a technical point of view, would be most appropriately applied as of that same date. However, there may be other reasons for establishing a different effective date, such as for administrative convenience, prior understanding with staff representatives or financial restrictions. The actual decision with regard to the effective date of the scales is part of the process relating to the implementation of the survey recommendations and rests with the organizations concerned.

C. Periodic adjustments between surveys

105. As a general principle, salary adjustments between surveys at headquarters duty stations should be automatic, provided the requisite conditions have been met. Such adjustments should be made either on the basis of an appropriate wage or price index or a combination of indices, or on the basis of a mini-survey. Although the

latter approach is most likely to yield accurate results, it is also the most intricate and time-consuming method. Therefore, the mini-survey approach will be applied only at the specific request of a duty station. The following methodology should be used in making adjustments on the basis of indices:

(a) The adjustment should be based on an appropriate wage or price index or a combination of indices;

(b) Indices selected should be shown to produce salary movements that tend to be confirmed by successive salary surveys;

(c) Indices should be reputable and published on a regular (preferably monthly) basis without lengthy delays; they should relate to the same geographical area as that covered by the salary survey and, when related to specific economic sectors, should largely correspond to those covered in the salary survey;

(d) At the time a new scale is established following a salary survey, a base date for the reference index should be selected. The base date for the interim adjustment process should be chosen using recently available reference index information, but with a view to avoiding retroactive payments when subsequent salary scales are established;

(e) Adjustments to salary scales should be made when the reference index has moved by 5 per cent or more, as measured from the base date or, if there has been an interim adjustment since the survey, from the level of the reference index that triggered the most recent adjustment; the adjustment should normally be effected as soon as possible following the publication of the index showing the requisite movement;

(f) In the event that the reference index does not move by the required 5 per cent within a period of 12 months, an adjustment should nevertheless be made on the basis of the movement of the index in the 12-month period following the date of the index that triggered the previous adjustment;

(g) The percentage adjustments to the net salary scale should be uniform at all levels, thereby leaving the structure of the salary scale intact, and should be equal to the movement of the reference index reduced by a factor at a level most appropriate to the local conditions, provided that the adjustment would not exceed 90 per cent. The index movement should hence be governed by a factor of up to 0.9 for purposes of periodic adjustments between surveys.

106. Interim adjustments should not take place for a six-month period prior to the reference date of a survey. Any payments due to staff as a result of this postponement would be applicable retroactively if this were justified by the survey results.

VII. Issues relating to locally recruited categories of staff other than the General Service category

107. The experience of the previous rounds has revealed major difficulties in identifying suitable comparators for other locally recruited categories of staff (e.g., language teachers, public information assistants, trades and crafts, security service). In these situations the Commission, while following the Flemming principle, has

decided that the General Service survey results should be applied to those categories.

108. At its seventieth session the Commission decided that the use of the National Professional Officer category at the headquarters duty stations was not consistent with the criteria it had established for their use and that their use in duty stations in developed countries might be permitted under limited circumstances where there was a need for national knowledge (see A/65/30, para. 183). Given the relatively small numbers of National Professional Officer staff at the duty stations where their use is allowed under the present methodology and the limitations on their broader use, the Commission recommended, at its seventy-second session, that General Service survey results should also be applied to the National Professional Officer category.

VIII. Salary scales in multiple duty stations in a single country

109. The normal practice should be to maintain a single salary scale in each country. Proliferation of salary scales should be avoided. However, the responsible agency may determine, on the basis of significant measurable differences in the labour market and taking into account the number of the staff in the duty station, that the establishment of a separate salary scale is justified at a particular duty station. The initial salary scale would then normally be established on the basis of a survey conducted under the applicable ICSC methodology, unless alternate data such as geographical or cost-of-labour differentials are available. This would ensure that the salary scales reflected conditions in the local labour market. The responsible agency should consult with the staff and the organizations present in the duty station to determine if it is feasible to conduct a separate survey and, if so, seek the appropriate categorization for the duty station under the authority delegated to the Chairman of ICSC.

110. Where a separate salary scale has been established and the responsible agency determines that the continued conduct of salary surveys would pose difficulties, subsequent adjustments to the salary scale would normally be affected on the basis of the adjustments applied to the salary scale in the primary duty station, either as a result of a salary survey or the application of an index. Where an index is applied for adjustments to the salary scale in the primary duty station, the same index, but specific to the duty station, should be used, if available. The relativities between the salary scale applicable to the primary duty station and the salary scales applicable to the other duty stations should be evaluated by the responsible agency, as necessary, to ensure that they are characteristic of prevailing conditions in those labour markets.

Annex I

Glossary of terms used in the methodology

Allowances

Compensation elements normally paid by an employer at regular intervals, in cash, in recognition of the particular circumstances of given groups of staff (see also benefits, conditions of service and salary).

Benchmark job

A survey job representing a specific occupation and grade level within the United Nations organization (see also job and job match).

Benefits

Compensation elements that may vary, both in value and in the timing of payment, based on criteria other than the direct relationship of work to pay. Benefits that are not normally cash payments may be subdivided into:

(a) Quantifiable benefits, such as transportation allowances, meal vouchers, or free meals to which a value can be attributed. The value is normally attributed at the cost to the employer per employee;

(b) Non-quantifiable benefits, which are those other items, such as leave, retirement benefits, disability insurance, life insurance, medical insurance schemes, etc., to which a value cannot easily be assigned and which therefore lend themselves only to a comparison by benefit provisions (see below).

Cost to the employer

The cost of providing a given benefit per staff member, usually expressed as an annual sum of money or as a percentage of salary based on the employer's cost per staff member taking into consideration any employer/employee cost-sharing formula.

Common classification of occupational groups

A listing of individual occupations that exist within the organizations of the common system, grouped into categories of work on the basis of similarity of functions.

Conditions of service

The sum total of salary, allowances and benefits, which are normally regarded as falling into three broad categories: (a) Cash (i.e., salary and allowances); (b) Non-cash, quantifiable (quantifiable benefits); and (c) Non-cash, non-quantifiable (non-quantifiable benefits). These categories do not, however, include intangible work-related aspects such as security of tenure, career development and prospects for promotion.

Coordinating agency	The organization of the United Nations common system designated by the United Nations System Chief Executives Board for Coordination (CEB) as being formally responsible for coordinating a salary survey at any given duty station (see also responsible agency).
Economic sector	A classification of economic activity based on the type of products and services produced (see annex III).
Indexation	A technique to adjust salary scales by means of an index or combination of indices.
Inter-grade differential	The difference between the salary level of one grade and the next higher grade. Usually expressed as a percentage at the entry step of each grade.
Inter-step differential	The difference between the salary level of one step in grade and the next. Usually expressed as a percentage at the first step of the grade.
Interview	Unless expressly stated otherwise in the methodology, this refers to the collection of information either by phone or in person from an employer.
Job	A group of positions that are identical with respect to their major or significant tasks (see also job series and occupational group).
Job match	An external employer's job or set of jobs with equivalent work content to a United Nations benchmark job (see above).
Job series	Jobs with tasks similar in content progressing at different grade levels.
Local salary survey committee	A committee, chaired by the lead agency, with membership representing the administrations and staff of the common system organizations located at a duty station. The local salary survey committee is responsible for conducting a salary survey at that duty station under the guidance of a survey specialist selected by the responsible agency.
Occupational group	Several job series grouped in related broad types of work, usually associated as occupations or professions.
Parastatal employers	Employer organizations that are partially or wholly owned by a Government. They should be considered under the "parastatal" public subsector only when the Government establishes the conditions of remuneration. Where the Government does not establish the conditions of remuneration, the employer should be considered under "private".

Responsible agency	The headquarters of the organizations (currently the United Nations and the World Health Organization) with responsibility for the final determination of the local salary scale applicable at a given duty station other than at the headquarters duty stations.
Salary	A payment made at regular intervals, usually weekly or monthly that relates to compensation for the level and type of work performed. Salary is usually paid in the form of cash but may be partly non-cash, that is, paid "in kind".
Salary step (salary increment)	(a) Regular step: a salary increment, within the same grade, received at periodic intervals based either on merit appraisal or on continuing service; (b) Longevity step: a salary increment, within the same grade and usually in the form of a fixed amount at each grade, not necessarily granted with the same periodicity as regular steps, which recognizes long service in a grade level.
Salary survey	A survey encompassing not only salaries and cash allowances, but also benefits and other conditions of service. A salary survey as used in the present document is also known as a "survey of best prevailing conditions of employment".
Salary survey specialist	A specialist experienced in salary survey techniques who is appointed by the ICSC secretariat or the responsible agency (see above) to lead a comprehensive salary survey at a given duty station.
Social benefit	A benefit that relates to the social welfare or family care of a staff member. Such a benefit may be related to salary levels (for example, pension) but is not direct compensation for work performed.
Weighting	An averaging technique that accounts for the relative impact of different-sized populations. It takes into account fully (simple weighted average) or partially (logarithmic weights) the importance of larger populations.
Workweek	The period, formally established by local law or the employer, for which employees in the local labour market must work to receive their basic salary. Usually expressed in hours per week, it should exclude breaks formally recognized through the personnel or compensation system (for example, lunch breaks), but should include rest periods of a non-formal nature (such as tea breaks) that are granted at the discretion of the employer.

Annex II

Model confidentiality pledge letter for participation in the local salary survey committee/data-collection team

As a member of the local salary survey committee/data-collection team for the ___________ survey of best prevailing conditions of employment of General Service and other locally recruited staff, I recognize that confidentiality is vital to the effective conduct of the survey. Accordingly, I pledge to respect and preserve the confidentiality of employer-specific survey-related data obtained as a result of my participation in the survey.

Furthermore, my participation in the local salary survey committee/ data-collection team is in reliance upon the preservation of confidentiality of the survey data. I understand that the confidentiality of these data is to be maintained throughout the survey process. For the duration of the data-collection phase, I shall no longer represent my normal constituency (i.e., administration or staff) and shall report at the headquarters duty stations only to ICSC and its secretariat or at the other duty stations to the responsible agency. I also understand that contacts with participating employers aimed at seeking additional information and/or clarifying data collected, subsequent to the completion of the survey, must be authorized at the headquarters duty stations or other duty stations by the salary survey specialist. Once the survey is completed, I may make use only of information that becomes public through survey report.

I further understand that a breach of confidentiality, such as by divulging any employer-specific survey-related data, including judgmental statements pertaining to such data, to a party outside the secretariat of ICSC or the salary survey specialist appointed by the responsible agency, the local salary survey committee and data collectors can lead to a major disruption of the current survey, as well as future surveys, and should be considered as sufficient reason for my replacement in the survey process and, additionally, may render me liable to face appropriate disciplinary procedures by my organization, without prejudice to my rights under the rules and regulations.

Signature ______________________________ Date ________________________

Name _________________________________

Annex III

Economic sector representation

Public/non-profit[a]

1. Public administration (including the national civil service and embassies).
2. International and non-governmental organizations.
3. Parastatal organizations.[b]
4. Educational institutions.
5. Miscellaneous.

Private

1. Finance, insurance, real estate and business activities (including banks, life/health insurance carriers, stock brokerage firms, travel agencies, etc.).
2. Manufacturing (local enterprises that make/fabricate a product):
   (a) Printing/publishing;
   (b) Petroleum refineries;
   (c) Consumer products;
   (d) Food products;
   (e) Pharmaceutical products;
   (f) Petrochemical products;
   (g) Miscellaneous.
3. Transport, storage and communication (including telecommunications, airlines, television/radio stations, railroads, etc.).
4. Wholesale and retail trade (local enterprises that market/sell products directly to a final user or for resale).
5. Miscellaneous.

[a] The public sector refers to those employers that function on a not-for-profit basis.
[b] Employers in which the Government has a stake should be considered "parastatal" only when the Government establishes the conditions of remuneration. Where the Government does not establish the conditions of remuneration, the employer should be considered "private".

Annex IV

Use of external salary movement data when the list of surveyed employers is less than the minimum of 20 employers required under the methodology

1. As many employers as possible shall be surveyed within the established data-collection period, with at least five employers from the public/non-profit sector, including the national civil service, and at least eight employers from the private sector surveyed as an absolute minimum. No more than 25 per cent of the retained employers should be from any one subsector of the private sector. Any exceptions must receive the approval of the Chairman of the Commission or the responsible agency. The standard data analysis as established by the methodology shall be applied to the data thus obtained to calculate a comparison percentage for the surveyed employers.

2. Where the number of the surveyed employers is less than the minimum required by the methodology, the comparison percentage in paragraph 1 above shall be combined with the percentage movement of salaries of support level positions, purchased from two vendors identified by the Commission. The external data shall relate to the period between the date of the most recent review of the United Nations salary scale in effect and the reference date of the survey and cover all support level positions in the vendor databases. Any adjustment to the data to bring it to a uniform base will be done by the salary survey specialist. The external salary movement percentage shall be established as a simple average of the two vendors' data adjusted for the gross-to-net relationship based on the tax regulations in the locality.

3. The survey result will represent a weighted average of the internal comparison referred to in paragraph 1 above and the external salary movement percentages referred to in paragraph 2 above, with weights corresponding to the number of employers retained and the number of employers substituted by external data, respectively. For example, if 14 employers are retained, there are 6 employers less than the full requirement of 20 employers. The data collected from the employers would be given a weight of 14 and the external data would be given a weight of 6.

Annex V

Survey job descriptions

Messenger/Mail Clerk — GS-1

Organizational context and role

Messenger positions are typically based in regional/country offices in the administrative services or operations unit. While the major function is to provide messenger services, in particular with respect to mail collections and delivery, the messenger may also be involved in a range of other routine functions, including assisting with security, cleaning functions and photocopying documents, etc.

Work is carried out within clear parameters. Guidance and instructions on all aspects of the job are direct and specific. Work is usually carried out in a normal office environment. May be required to carry moderately heavy pouches, documents, parcels, etc., and to operate related machinery such as a conveyor, dumbwaiter or personal digital assistant.

Responsibilities

1. Collects and delivers mail and other communications to and from the office registry, post office and Government agencies.

2. Sorts, delivers and picks up mail from various offices on the premises at regular intervals. Keeps records as necessary.

3. Packs material received for dispatch, affixes labels, inserts material in envelopes and franks outgoing mail.

4. Operates photocopying and duplicating machines.

5. May maintain security of the office premises and grounds, including overnight guard duty.

6. May keep watch over the premises and control admissions of authorized personnel and movements of property into and out of the premises.

Working relationships

Work requires limited interaction and engagement. May be required to relay straightforward messages, seek information on the accuracy of addresses and notify staff members electronically upon the arrival of packages, letters or magazines for collection. One official language of the organization and a working knowledge of the local language are required.

Team role and impact of work

Participates as part of a team but is not required to provide advice or guidance to other team members. Actions would normally impact only on the immediate work assignment and the immediate work unit.

Required knowledge and skills

Secondary education; limited work experience.

Driver — GS-2

Organizational context and role

Reports to the supervisor of the administrative unit. Typically transports operations and programme staff. Work is undertaken with a degree of operational independence when carrying out assignments; the working environment is structured with limited room for deviation from the workplan. The supervisor focuses on the successful achievement of assignments.

Driving requires the exercise of some judgement and making choices with respect to routes and adhering to organizational security procedures as necessary. Work involves moderate discomforts associated with spending extended periods in a moving vehicle, often over rough terrain or in difficult traffic situations.

Responsibilities

1. Drives office vehicles (cars, minibus, light trucks) to transport staff, officials and visitors, deliver and collect mail, documents and other items, or the transport of general cargo goods.

2. Meets official personnel and visitors at the airport and assists with basic immigration and customs formalities when required.

3. Ensures proper day-to-day upkeep of the assigned vehicle by performing timely maintenance and minor repairs and arranging for major repairs.

4. Maintains daily vehicle logs and provides input to the preparation of the vehicle maintenance plans and reports.

5. When not driving, may perform other duties such as maintaining stores, assisting with distribution of mail, etc.

Working relationships

Typical communication involves the exchange of straightforward, fact-oriented messages. Contacts are predominantly with staff of the United Nations office concerned. The driver should demonstrate a client-oriented approach. Exhibits a high degree of responsibility, courtesy and tact, necessary to work with people of different national and cultural backgrounds.

The driver is often required to translate in the local language for officials using the vehicle. He/she should therefore possess a good knowledge of the local language in addition to one working language of the organization.

Team role and impact of work

Delivers discrete services. Actions normally affect only the immediate work assignment and the immediate work unit.

Required knowledge and skills

Secondary education; a valid driver’s licence; and knowledge of local driving rules and regulations, chauffeur protocol and courtesies, local roads and current conditions.

Skill in minor vehicle repairs. Previous experience as a driver in an international setting.

Senior Driver — GS-3

Organizational context and role

Reports to the supervisor of the administrative unit. Typically transports the head of office and other high-ranking officials and visitors. Work is undertaken with a high level of independence and autonomy from day-to-day supervision of driving tasks.

Driving requires the exercise of some judgement and making choices with respect to routes and adhering to organizational security procedures as necessary. Work involves moderate discomforts associated with spending extended periods in a moving vehicle, often over rough terrain or in difficult traffic situations.

Responsibilities

1. Drives head of office, senior United Nations staff and high-ranking officials and visitors. Meets visitors at the airport and assists when necessary with visa and customs formalities. Assists office staff with photocopying, store maintenance, etc.

2. Coordinates routes and, where appropriate, schedules drivers and vehicles for use on a daily basis.

3. Confers with unit head concerning problems such as abuse of equipment; ensures cost-savings through proper use of vehicles and accurate maintenance and/or coordination of daily vehicle logs; and prepares vehicle maintenance logs and reports.

4. Ensures proper upkeep of vehicle(s) through timely maintenance and minor repairs and arranges for major repairs. May instruct other drivers in matters pertaining to traffic and safety regulations, office regulations with respect to vehicles and equipment, and safety and conservation measures. Ensures availability of all required documents, including vehicle insurance, vehicle registration, vehicle logs, office directory, maps, first-aid kits and necessary spare parts.

Working relationships

Interacts with a range of senior officials within the organization and visitors from outside the organization as well as with Government immigration and customs officials at the airport. Typical communication involves the exchange of straightforward fact-oriented messages. The driver is often required to translate in the local language for high-ranking officials using the vehicle. He/she should possess a good working knowledge of the local language at the duty station in addition to the working language of the organization.

Team role and impact of work

Team role and involvement is limited. Delivers discrete services as a member of the team responsible for providing support to the office. Work reflects on the work unit and may reflect on the image of the office as a whole.

Required knowledge and skills

Secondary education; a valid driver's licence and a safe driving record; knowledge of local driving rules and regulations, chauffeur protocol and courtesies, local roads and current conditions.

Skill in minor vehicle repairs. Previous experience as a driver in an international setting.

Clerk/Office Assistant — GS-3

Organizational context and role

Works under the supervision of one or more professionals or higher-level support staff member. Performs a variety of clerical duties contributing to the timely and effective accomplishment of business transactions and office activities utilizing knowledge of office systems and procedures.

Some degree of independence may be exercised in the provision of office services, initiating transactions, processing documents and responding to queries. Oversight is focused on quality and timeliness of work.

Responsibilities

1. Types, formats and drafts routine correspondence. Collates publications, tables, reports, presentations and other documentation.

2. Retrieves and structures information and background material from various sources (e.g. Intranet/Internet, office files, central documentation services, etc.).

3. Responds to routine internal and external enquiries or refers to appropriate contacts/units, screens calls; and receives and directs visitors.

4. Creates and updates filing systems; maintains office supplies; assists in organizing meetings and events by arranging meeting facilities; makes travel arrangements; prepares correspondence; assembles documents and ensures availability of central services such as translation, printing, building services, etc.

5. Creates requisitions for purchase orders, letters of agreement and contracts from standard templates for low-value items.

Working relationships

Constantly involved in providing assistance to staff of his/her unit. Interactions are within the immediate work unit and relate to the exchange of routine information. Work is carried out in one or two languages of the organization.

Team role and impact of action

Participates as part of a team in the provision of administrative and support services. The impact of the work normally does not go beyond the individual work assignment.

Required knowledge and skills

Secondary school diploma or equivalent. Knowledge of standard office processes, rules and procedures, including proficiency in the use of standard office information technology tools and systems. Limited experience in general office support.

Team Assistant/Secretary — GS-4

Organizational context and role

Works under the supervision of a senior professional or group of professionals. Performs a variety of administrative and clerical duties contributing to the smooth and efficient running of a work unit. Ensures the flow and management of information within the unit.

Takes initiative in providing office support services. Acts independently in routine matters and finds solutions to new problems after discussion with the supervisor. May make recommendations on internal office procedures.

Responsibilities

1. Arranges appointments for the supervisor, receives visitors, places and screens telephone calls and responds to routine requests for information.

2. Provides secretarial, administrative and logistics support to meetings, committees, conferences, etc.

3. Responds or drafts responses to standard/routine correspondence and other communications. Uses word processing package to produce a wide variety of large, complex documents and reports.

4. Proofreads documents and edits texts for accuracy, grammar, punctuation and style, as well as for adherence to established standards for format.

5. Performs general administrative tasks (e.g., leave and attendance recording, arrangements for meetings and other events, budget follow-up, etc.).

6. Makes travel and hotel arrangements and prepares travel authorizations/claims for supervisor(s).

7. Researches, compiles and organizes information and reference materials from various sources for reports. Creates spreadsheets and presentations; manages and updates databases for mailing lists and other information; and maintains electronic and paper files.

8. Reviews, records, distributes and processes incoming mail. Follows up on impending actions.

Working relationships

Frequent interactions with staff within the immediate work unit to provide factual information in response to queries. External contacts are limited to the exchange of routine information. Work is carried out in one or two languages of the organization.

Team role and impact of work

Participates as part of a team in the provision of administrative and support services within the work unit. Work impacts on the immediate work unit.

Required knowledge and skills

Secondary school diploma and limited experience in general office support or related area; ability to utilize modern office technologies, such as information storage systems and new or updated software packages. Good spelling, grammar and oral communication skills.

Staff Assistant/Secretary — GS-5

Organizational context and role

Provides direct assistance to a manager responsible for a major programme or a highly specialized work unit.

Work is performed under minimal supervision; required to take decisions on work priorities and to exercise initiative for dealing with cases without precedents.

Responsibilities

1. Screens requests for appointments with supervisor according to the nature of the requests and their urgency; maintains supervisor's calendar; confirms mutually convenient schedules and arranges appointments or rearranges schedules disrupted by unexpected events; receives visitors; and places and screens telephone calls. Responds to queries and correspondence, often of a sensitive, confidential or technical nature.

2. Coordinates and leads secretarial support services for high-level meetings, service- or organization-wide training and special projects and events. Attends meetings, prepares minutes, monitors follow-up activities; makes arrangements for formal editing, translation, etc., of documents and publications.

3. Prepares draft technical responses to a wide range of correspondence and other communications, often requiring knowledge of technical terminologies and/or detailed office procedures. Coordinates the work of other support staff, establishes priorities and ensures equitable distribution of work. Carries out quality control functions for outgoing documents; proofreads and edits texts for adherence to format, grammar, punctuation and style.

4. Performs a variety of administrative duties (e.g., leave and attendance recording, arrangements for meetings and other events, reservations, budget follow-up, etc.). Coordinates with other units to ensure smooth running and expedition of work within the unit (such as, following up contract extensions and requests for temporary staff).

5. Researches, compiles, and organizes background information and reference materials from various sources for reports, briefs and speeches. Generates a variety of statistical and other reports from various databases.

6. Orients new staff to relevant administrative procedures and practices and provides general assistance to other office support staff as required.

7. Creates and maintains the work unit's filing and reference systems. Periodically reviews the efficiency of office procedures and makes recommendations for improvement. Updates office websites, etc.

Working relationships

Interacts with clients from inside and outside the immediate work unit and the organization on the technical aspects of the work of the office. Enlists support and cooperation of professionals within the unit and seeks the support of staff and units outside the supervisor's area of responsibility on a range of administrative matters.

Work is normally carried out in two languages of the organization.

Team role and impact of work

Plays a lead role in the overall provision of administrative services to the managers and staff of the organizational unit. Actions reflect on the work and reputation of the entire unit or programme.

Required knowledge and skills

Secondary school diploma plus further training in or certification of proficiency in office skills and/or specialized areas of the work. Specialized knowledge in office systems and procedures and complete understanding of workflow within the office can be acquired through previous secretarial experience within the organizations.

Office Assistant/Secretary — GS-6

Organizational context and role

Provides administrative and secretarial support services to an executive with responsibility for the management or coordination of work for a broad segment of the organization's programme, such as a sector or department head. Ensures the smooth flow of office work by setting priorities and organizing the day-to-day routine.

Organizes and carries out the work independently based on general direction from the supervisor. Work is performed on the basis of the incumbent's own initiative within the guidelines set. Supervision is in terms of achievement of overall results and provision of high quality office support and is focused on facilitation of any issues arising from the work.

Responsibilities

1. Manages the immediate office with respect to communications, meetings and workflow; brings to the supervisor's attention complex, sensitive or priority issues and provides information and guidance to staff at all levels within the organizational unit to ensure understanding of intent and deadlines.

2. Arranges appointments and maintains supervisor's calendar, receives visitors (often high-ranking), places and screens telephone calls and answers queries.

3. Organizes high-level meetings, finalizes agendas, and invitations, ensures the production and distribution of documentation, takes notes and prepares minutes of meetings and follows up on required actions.

4. Organizes and facilitates the administrative work of the office, including establishing internal procedures and tracking systems for correspondence and documents. Verifies that work is done in accordance with corporate standards. Monitors work progress and brings priority issues and matters of concern to the attention of the supervisor.

5. Conducts research and prepares briefing materials for the supervisor; responds to written inquiries; and drafts responses to non-routine questions. Coordinates responses to sensitive enquiries on behalf of the supervisor.

6. Follows up on the preparation by staff of reports, correspondence, briefing notes and other documents; reviews documents and makes changes to their format or style in accordance with standard practices; does informal translations into another official language.

7. Evaluates ongoing support requirements of the office, adapts service provision to meet changing needs and solves operational problems as required.

Working relationships

Maintains an extensive range of contacts both within the organization as a whole and with counterparts in external organizations. Frequently enlists support and cooperation from senior managers within the department or sector and solicits support for a wide range of administrative matters.

Work is normally carried out in more than one language of the organization.

Team role and impact of work

Plays a lead role in the coordination of secretarial and administrative services to the executive and the programme area as a whole, including providing training and guidance to junior support staff, troubleshooting new office technologies and advising the supervisor on administrative issues.

Required knowledge and skills

Post-secondary training and certification in office protocol and skills, administrative management policies, processes and procedures and/or diploma in a field related to the industry.

Advanced skills in the use of software packages and new office technologies can be acquired through on-the-job instruction or equipment and software vendors.

Finance Assistant — GS-4

Organizational context and role

Typically these positions would be located either in a central finance or accounting unit (accounts payable, treasury, etc.) or in a service centre providing support and transaction processing services to client departments (administrative support unit, shared service centre, global support services unit, etc.). Provides support in the control and maintenance of accounts and in the processing of transactions. Is expected to identify procedural or systems issues with respect to the financial activities he/she is involved in, which could improve the efficiency and effectiveness or timeliness of transaction processing.

Supervision is received on the approach followed in handling financial transactions and in the technical quality of the process outcomes.

Responsibilities

1. Processes claims or invoices and other payment requests in line with relevant regulations and instructions. Ensures that all supporting documents and information required to justify payment, including receipts, banking details, etc., are complete before releasing payments.

2. Compiles and verifies budget and accounting data by checking files, calculating costs and estimating anticipated expenditures. Following authorization, makes disbursements from petty cash, maintains records of such disbursements and balances accounts as required.

3. Settles invoices and claims after verification of supporting documents. Assists in the preparation of periodic accounting records and budget documents. Records receipts and disbursements (ledgers, cash books, vouchers, etc.). Reconciles data for recurring or special reports. Maintains contacts with local banks, verifies account status and currency exchange rates and obtains approval for cheque clearance.

Working relationships

Interacts with colleagues in the financial services unit and with clients in the supported departments. Is involved in providing assistance to clients and other staff in the unit on a range of financial and accounting matters, however, communications are largely limited to the exchange of information, such as requests for and receipt of transaction data from clients, provision of information on the status of transactions, etc. Works in one official language of the organization.

Team role and impact

Plays a key role with respect to clients through the delivery of transaction services and in the provision of guidance and advice concerning financial rules and procedures. Work affects the delivery of financial services.

Required knowledge and skills

Secondary education supplemented by basic accounting or training in bookkeeping and specialized computer software. On-the-job training and some internal clerical experience is necessary to learn organizational procedures.

Finance Assistant — GS-5

Organizational context and role

Typically the incumbent of this position reports to a Finance or Budget Officer (Professional), but may report to higher-level support personnel. The role of the position is to independently process a series of financial/accounting/budgeting records. Work includes maintenance of specific accounts, calculation and compilation of financial data, and the preparation of routine reports.

Work objectives and methods are well-defined, but there is a requirement to exercise judgement and to consider the intent of transactions, identify anomalies or errors and determine corrective actions to support sound financial practice. Completed work is reviewed for accuracy and compliance with established procedures.

Responsibilities

1. Codes, records and reconciles accounting transactions.

2. Reconciles moderately complex bank accounts in various currencies.

3. Processes payments to vendors for goods and services. This includes calculating, inputting and checking payments for correctness and communicating discrepancies to supervisors. Verifies accuracy of data.

4. Processes salaries, entitlements, claims, income taxes, etc., according to established guidelines and procedures.

5. Briefs and assists newly arrived staff, experts and consultants on basic financial procedures and requirements with respect to payments, entitlements, banking and currency provisions and other requirements relating to accounts and finance.

6. Prepares detailed cost estimates and other data for use in budget analysis and proposals.

7. Generates expenditure reports from computerized information system databases.

8. Researches/compiles financial data. Assists in the preparation/finalization of budget performance reports, carrying out preliminary analysis of variances between budgets and actual expenditures.

9. Reviews draft reports, verifying overall accuracy, consistency and uniformity in the presentation. Cross-checks consistency of figures. Drafts/prepares routine correspondence.

Working relationships

Typically required to interact with all levels of staff within the organization to provide information and clarifications and to resolve anomalies and verify inputs. Makes contact with clients and associates outside the organization to follow up on issues, as requested by the supervisor.

Team role and impact of work

Explains work practices to new staff within the unit or temporary personnel. Work affects the accuracy of accounts reconciliation and directly affects the work of others within the same work unit.

Required knowledge and skills

Post-secondary training in accounting, finance or budgeting methods and procedures.

Varied experience in accounting and bookkeeping, budgeting, administrative services or related areas.

Good knowledge of the relevant financial rules and regulations and accounting policies and practices. Knowledge of corporate financial systems and the skill to apply standard office computer applications.

Finance Assistant — GS-6

Organizational context and role

Typically the incumbent of this position reports to a Budget or Finance Officer (professional) or the head of unit and is normally responsible for ensuring accurate and timely processing of assigned accounts. Alternatively, may be responsible for developing annual budget estimates for assigned accounts and monitoring expenditures. Works in accordance with stringent deadlines, with a high degree of independence. Is responsible for developing the approach to be followed and advises on improving relevant procedures and systems.

General objectives and desired results are indicated by the supervisor. Results are reviewed for achievement of objectives.

Responsibilities

1. Analyses, controls and maintains relevant general ledger accounts, including scrutinizing source documents for completeness, accuracy and validity of charges.

2. Accepts and liquidates obligations. Investigates erroneous charges and takes corrective accounting actions. Reconciles and reviews suspense accounts and ensures proper clearance procedures.

3. Extracts details of income, expenditures, assets and liability from the accounting system in order to analyse and verify accuracy and validity.

4. Consolidates data into financial statements and assists in monitoring expenditures to ensure they remain within authorized levels.

5. Prepares worksheets and assists in preparation of financial statements by compiling and consolidating data from various sources. Prepares and checks trial balance.

6. Prepares draft cost estimates and budget proposals and participates in budget analysis and projections.

7. May approve or certify disbursements up to an authorized level.

8. Provides support with respect to the review, analyses and preparation of the medium-term plan. Drafts/prepares correspondence and responds to queries.

9. Supervises other support staff as required.

Working relationships

Interacts with all levels of staff, experts and consultants to advise on financial matters such as allowances, salary advances, travel claims, etc.

Team role and impact of work

Provides and supervises the delivery of specialized accounting/budget support activities. Provides leadership, motivation and training to lower-level support staff and ensures that desired production levels are achieved. Reviews and recommends changes to operating procedures and systems, thus affecting the efficiency, effectiveness, accuracy and timeliness of work within the unit. Support to the development and formulation of medium-term plans and/or budget proposals affects the wider organization.

Required knowledge and skills

Specialized post-secondary training in accounting, plus extensive experience in accounting, finance or budget to acquire a good knowledge of the rules, regulations, policies and practices applicable to the field.

Ability to identify and resolve data discrepancies and operational problems. Ability to extract, analyse, interpret and format data across the full range of accounting, finance and budget functions, and to apply financial rules, regulations and procedures of the organization to the processing of financial transactions and maintenance of accurate accounting and financial records.

Senior Finance Assistant — GS-7

Organizational context and role

Provides accounting/financial (and occasionally administrative) support services for a set of complex projects within an office or a region. Exercises a high degree of independence in carrying out the work.

Day-to-day work, including the application of rules and procedures, is carried out in an autonomous manner, in accordance with delegated authority.

Responsibilities

1. Provides financial accountability and control with respect to projects or subprogrammes by establishing and maintaining ledgers and accounting records for various subsidiary accounts. Ensures correct and timely analysis, reconciling, investigations and reporting of accounting data.

2. Reviews and reconciles various clearing accounts to ensure proper balances. Verifies various accounting transactions such as payroll, payments, income tax returns, etc., and checks bank statements against disbursements to ensure correctness of computations. Prepares monthly expenditure schedules and quarterly and year-end statements.

3. Provides reports on financial status, procedures, exchange rates, costs and expenditures and potential funding problems. Liaises with managers and

professional staff on the preparation of financial statements and improvements to the quality of financial reports.

4. Assists managers in the elaboration of resource requirements for budget submission; provides inputs into the preparation of allotments; monitors budget implementation/expenditures to ensure that they are within authorized level, analyses expenditure patterns and recommends reallocation of funds as necessary.

5. Approves/certifies disbursements up to an authorized level.

6. Participates in the development and implementation of new financial policies and procedures; assesses the impact of changes and makes recommendations on follow-up activities.

7. Responds to queries in respect of relevant financial and budget matters.

8. Supervises other support staff.

Working relationships

Interacts with all levels of staff, experts and consultants. Explains complex and technical financial information and must reach common understanding on budgeting and financial reporting issues. Work is normally carried out in two official languages of the organization.

Team role and impact of work

Plays a lead role in the work unit, including the setting of work priorities. Is responsible for providing full analytical support to project managers or head of the work unit and to budget and finance officers. Typically supervises a team of two or more finance/budget assistants and clerical workers. The work affects the integrity of the organization’s control capacity.

Required knowledge and skills

Specialized post-secondary training and progressively responsible experience in budgeting or finance is required. Post-secondary certification in business, finance, accounting or a related field would fully qualify an applicant.

Considerable knowledge of the policies and procedures related to the activity area(s). Complete and in-depth grasp of financial principles and practices.

Must be skilled in using the organization’s enterprise resource planning (ERP) system and other corporate computer applications.

Information Technology Support Assistant — GS-5

Organizational context and role

These positions are located in an information technology group providing centralized information technology services to an entire organization or decentralized support to a major department or office of the organization. Reporting to a higher-level technician, the incumbent provides basic technical support on hardware and software systems application within an assigned area.

The supervisor focuses on quality of outputs, with ongoing work reviewed only upon completion. Instruction and guidance are received for special or complicated cases, which may be reviewed while in progress.

Responsibilities

1. Installs application systems software and hardware according to specifications and assists in performing software distribution updates, scripting, testing and support.

2. Assists in routine installation, configuration, testing and deployment of server hardware and software and in routine administration, operation, technical support and monitoring of server systems. Troubleshoots and cleans, repairs and rebuilds equipment.

3. Resolves problem calls or service requests of moderate complexity.

4. Provides support on software development matters, including security, data integrity and recovery; assists with needs assessment for new systems (including modifications to existing systems); requests, implements, provides operational support and maintains various applications. Assists in testing and evaluating new products and technologies.

5. Recommends acquisition of hardware, software, devices, tools, etc., to facilitate work.

Working relationships

Provides technical assistance to senior information technology staff and users. Interacts at varying levels of the organization and provides assistance and advice to users and feedback to higher-level technicians.

Team role and impact of work

Typically does not supervise other staff. Work affects the efficiency of computer and other administrative processes within the organization or department.

Required knowledge and skills

Secondary education. Post-secondary training and possibly certification in a computer-related field coupled with some experience in information systems analysis and programming, systems administration and maintenance, software development or a related area.

Good technical skills. Strong problem-solving and communication skills are required for troubleshooting and providing assistance.

Information Technology Support Assistant — GS-6

Organizational context and role

These positions are located in an information technology group providing information technology services to an entire organization or decentralized support to a major department or office of the organization. The incumbent reports to a Systems Analyst/information technology officer (Professional) with responsibilities for systems development or to the manager of an information technology support unit with responsibility for the delivery of user support and help desk functions. Typically provides a range of information technology support roles, including supporting the development of applications, undertaking systems administration tasks, and providing support to end-users at headquarters and/or field offices.

Is expected to identify and resolve issues in an independent manner. The supervisor focuses on achievement of results, i.e., completion of new applications, resolution of technical problems raised by clients, etc., and on facilitating service delivery and collaboration with related services.

Responsibilities

1. Administers, operates and provides technical support; monitors standard software applications and/or server systems.

2. Diagnoses and resolves any hardware, software, or connectivity problem with minimum delay; detects problem patterns and recommends solutions.

3. Installs, configures, tests and deploys software applications and server hardware and software.

4. Develops, tests and implements simple or self-contained computer application systems programmes or modules.

5. Provides support for deployed computer application systems, including version management, data recovery and deployment to users' offices; performs ongoing reviews with users and developers and responds to users' requests; provides technical advice to users when necessary, including basic training in the use of standard systems and applications.

6. Responds to requests from users and assists in deploying/configuring systems so as to conform to infrastructure standards.

7. Monitors information technology equipment inventory levels and initiates procurement when low thresholds are reached.

8. Provides guidance and training to new/junior staff.

9. Drafts technical documentation and reports.

10. Keeps abreast of developments in technology.

Work relationships

Constant interaction with colleagues and information technology service users across the organization to provide technical support services and to seek feedback to enhance systems.

Team role and impact of work

Plays a lead role in the provision of information technology support services, which may be performed independently or may involve leading and/or consolidating work performed by others. May supervise or coordinate the work of a team of lower-level support staff for specific projects. Typically responsible for a defined service encompassing several technical subject areas or specializes in a specific information technology area requiring in-depth understanding and mastery of the subject.

Requires knowledge and skills

Post-secondary formal and/or specialized training.

Varied and extensive experience in information technology, information systems analysis and programming, systems administration and maintenance, and software development or a related area.

Knowledge of relevant programming language(s) and ability to use programming skills to develop information systems; knowledge of system development workflow and document flow processes; ability to conduct research and gather information from a wide variety of standard and non-standard sources; knowledge of information technology and applications, including computer system networks. Good technical skills, and the ability to conduct network maintenance and to provide server services and user support.

Senior Information Technology/Systems Assistant — GS-7

Organizational context and role

At this level, the incumbent of this position is responsible for providing a full range of technical assistance and team supervision in the areas of desktop administration and support, server operations and administration, as well as support for computer information systems, databases and applications.

Exercises a high degree of freedom in designing and delivering services, independently handling a wide range of activities and follow-up actions. Typically responsible for effectively organizing and supervising staff at the lower level.

Responsibilities

1. Establishes procedures to monitor all personal computers and oversees software distribution updates, scripting, testing and support.

2. Participates in the development, programming, testing, debugging and implementation of new computer application systems releases, modules and functionalities; conducts version management.

3. Assists in developing/refining support and operations procedures for relevant computer application systems.

4. Provides support on computer application systems development matters, including security and data backup and recovery.

5. Undertakes complex troubleshooting of server systems and diagnoses and resolves more complex hardware, software, or connectivity problems.

6. Identifies the need for new systems or re-engineering of the existing systems and alerts the manager.

7. Ensures that quality assurance procedures are implemented and proper information technology inventory management is maintained. Also ensures that all security procedures are enforced.

8. Manages the procurement of inventory supplies.

Working relationships

Constant interaction with colleagues and information technology service users across the organization to ensure provision of technical support services and identify areas for improvement.

Works independently or in teams on large projects.

Team role and impact of work

Provides team leadership and coordination of straightforward information management projects. Normally supervises a team of information technology support staff. Distributes recurring work assignments and reviews the work of staff at lower levels for accuracy.

Required knowledge and skills

Post-secondary para-professional training or certification in computer studies.

Strong problem solving, analytical and communication skills; good technical skills; ability to conduct network maintenance and to provide server services and user support; knowledge of organizational information infrastructure, including hardware, software and application systems; knowledge of relevant programming language(s); and ability to use programming skills to develop less complex information systems.

Progressively responsible experience in information technology support, information systems analysis and programming, systems administration and maintenance and software development or related area to gain knowledge of information technology and applications, including computer system networks.

Administrative Assistant — GS-4

Organizational context and positional role

The incumbent of this position is involved in the completion of standard administrative support activities and processes requiring basic application of rules and procedures. May be involved in one or several of the following functions: administrative and project support, logistics, procurement and inventory, human resources, travel, visa and immigration support, or conference support. The scope of work is restricted to basic administrative activities.

There is no independent decision-making; work is reviewed on completion by supervisor. Is expected to find solutions to problems after discussion with supervisor.

Responsibilities

1. Compiles and maintains records of transactions and office activities; searches office files and records relating to a variety of topics for information and reference; selects information and records in correspondence, technical papers, projects or programme plans and general reference documents.

2. Drafts routine correspondence, cables, memorandums and reports on the basis of oral instructions, previous correspondence or other available information sources in accordance with standard office procedures.

3. Assists staff members and their dependants by processing requests for visas, identity cards, driving licences and other necessary personnel-related documents in accordance with requirements of the organization and the host country. Collates applications for vacancies and conducts reference checks.

4. Verifies receipt and inspection of deliverables and accurately reports as required. Classifies and codes material relating to a number of subject areas and maintains general office files.

5. Makes travel and hotel reservations, prepares travel authorization and assembles information pertinent to the purpose of travel.

6. Makes arrangements for shipment and receipt of office and project supplies and equipment and household effects, including customs clearance. Maintains, updates and transmits inventory records of non-expendable equipment. Maintains and monitors stock levels of various supply items.

Working relationships

Interacts frequently with staff within the immediate work unit and in other organizational units to provide information in response to queries. Work is carried out in one or two languages of the Organization.

Team role and impact of work

Participates as part of a team in the provision of administrative and support services within the work unit. Is expected to take initiative in providing standard administrative support services, including initiating routine transactions, processing documents and responding to queries. Work impacts on the immediate work unit.

Required knowledge and skills

Knowledge of administrative and clerical procedures and systems such as word processing, filing and records management and other office procedures and terminology.

Secondary school diploma plus limited experience in a related area.

Administrative Assistant — GS-5

Organizational context and role

The incumbent of this position performs a full range of non-routine administrative duties in support of a functional area. May be involved in one or several of the following functions: administrative and project support, logistics, procurement and inventory, human resources, travel, visa and immigration support, or conference support. Has latitude to carry out day-to-day duties within established organizational policies and procedures and clearly defined objectives.

Limited supervision from a higher-level support staff or head of unit. Is required to take decisions on work priorities and to exercise initiative for dealing with cases without precedent. Is expected to find solutions to problems after discussion with supervisor.

Responsibilities

Human resources

1. Maintains vacancy announcements and conducts pre-recruitment formalities, including reference checks, preparing and dispatching letters of offer and calculating salary and entitlements.

2. Coordinates and arranges interview schedules, prepares agenda and provides relevant documentation required for recruitment-related meetings to personnel officers and programme managers.

3. Sets up and maintains reference files/records (electronic and paper).

4. Processes requests and provides assistance, advice and briefings to staff members and their dependants on issues relating to visas, identity cards, driving licences and other necessary personnel-related documents in accordance with requirements of the organization and the host country.

Procurement

5. Provides procurement, logistical and administrative support to a senior-level staff in the acquisition of a wide variety of goods and services or initiates procurement action on behalf of field missions, clarifying requirements in collaboration with the procurement unit.

6. Assists in preparation of purchase orders and contracts. Monitors status of requisitions and maintains contact with suppliers to ensure timely delivery of goods and services.

General

7. Drafts correspondence, cables, memorandums and reports on the basis of oral instructions, previous correspondence or other available information sources in accordance with standard office procedures.

8. Classifies and codes material relating to a number of subject areas and maintains general office files or provides guidance to the registry clerk in performing this duty.

9. Arranges internal and external meetings, some involving high-ranking officials, and takes minutes and/or notes at meetings.

10. Assists in the development of travel plans for the unit and makes travel and hotel reservations, prepares travel orders and assembles information pertinent to purpose of travel.

11. Advises on and makes arrangements for shipment and receipt of office and project supplies and equipment, including customs clearance.

12. Maintains, updates and transmits inventory records and non-expendable equipment.

13. Resolves administrative problems related to the work performed.

Working relationships

Frequent contact and interaction with various levels of staff within the organization, as well as individuals outside the organization, to provide information and materials. Work is carried out in one or two languages of the organization.

Team role and impact of work

May be required to train and provide procedural guidance to several lower-level administrative assistants. Work affects the smooth operation and reputation of the work unit in the delivery of efficient services.

Required knowledge and skills

Secondary school diploma. Good knowledge of administrative and clerical practices and procedures which may be gained through varied experience in a related area.

Administrative Assistant — GS-6

Organizational context and role

The incumbent of this position typically reports to a senior manager and is responsible for coordinating the timely completion of administrative work. The work is usually limited to a particular area of administrative support, and includes providing advice to other colleagues, the supervisor and organizational clients.

Work is performed on the basis of the staff member's own initiative within the established guidelines to ensure the smooth flow of administrative work by setting priorities and organizing the day-to-day routine. Work is supervised in terms of achievement of overall results and provision of quality office support.

Responsibilities

Human resources

1. Processes entitlements, issues personnel contracts and maintains various personnel records and files. Participates in the recruitment of support staff for non-specialized work, including evaluating candidate applications, administering routine tests and conducting preliminary interviews of candidates.

2. Assists in coordinating the work of support staff in the office, setting their work schedules, arranging replacements when necessary and assigning support staff to meet work requirements. Reviews and evaluates the work of subordinates.

3. Briefs staff on general administrative matters relating to visas, licences and security. Provides advice and ensures administrative support as required.

Procurement

4. Researches, retrieves and presents information from internal and external sources on sources of supply, vendors by commodity, etc., and obtains specifications for new products and equipment on the market.

5. Resolves issues/problems related to delivered goods, including discrepancies between purchase orders and items/quantities shipped or received.

6. Prepares requisitions for supplies and equipment locally and abroad and arranges for control of distribution and maintenance of appropriate inventory records.

General

7. Advises and assists other staff in the area of office management. Arranges for and/or attends meetings on day-to-day administrative matters; participates in discussions of new or revised procedures and practices; and interprets and assesses the impact of changes and makes recommendations for follow-up action.

8. Coordinates the preparation of regular and recurring reports by gathering and summarizing material. Prepares on his or her own initiative, correspondence, draft evaluations and justifications, as required, on general administrative or specialized tasks which may be of a confidential nature within the assigned area of responsibility.

9. Assists in the preparation of office budgets applicable to staff and servicing costs and maintains necessary budgetary control records.

10. May also supervise, directly or indirectly, activities concerned with office and grounds maintenance, security, transport and similar services.

11. Provides interpretation of administrative rules, regulations and procedures.

Working relationships

Frequent communication inside and outside the organization, including with vendors and suppliers of goods and services to the organization. Work is carried out in one or two languages of the organization.

Team role and impact of work

The work influences the smooth operation of the office. Evaluates ongoing administrative support requirements of the relevant organizational unit, adapting service provision to meet changing needs and to solve operational problems. Organizes his/her own work and that of others, sets priorities and meets deadlines. Plays a lead role within the work unit, as she/he handles highly complex problems involving a broad range of policies, procedures and practices and interprets these for staff members.

Required knowledge and skills

Secondary school diploma. Some formal or special training may be required. Thorough knowledge of administrative rules, policies, processes and procedures gained through extensive experience in a related area. Proven skill in managing a complex and demanding workload and getting work done through others.

Senior Administrative Assistant — GS-7

Organizational context and role

The incumbent of this position plans and supervises the work of support staff to ensure efficiency. He/she oversees the support work of the office to ensure that established quality standards are met. Work typically involves the coordination and supervision of clerical and administrative personnel engaged in a number of occupational areas. Normally reports to the head of a field office or a high-level manager at the headquarters.

Operates with a high degree of independence. Managerial guidance is focused on the successful resolution of work assignments and on assistance with complex or difficult issues.

Responsibilities

Human resources

1. Participates in the recruitment, selection and training of support staff, including evaluation and screening applications of such candidates. Reviews and evaluates the work of subordinates, directly or through lower-level supervisors.

2. Ensures the timely processing of entitlements by subordinate staff and provides guidance on non-routine cases.

3. Assists in the organization and conduct of training courses and workshops by conducting simple briefings or courses and identifying vendors to conduct routine specialized training courses.

4. Based on practical experience, provides inputs into policy development for the human resources policies for support staff.

5. Supervises and supports the maintenance of entitlements reference tables in the human resources information technology system.

6. Reviews and processes requests for entitlements and exceptions to the Staff Regulations and Rules.

7. Monitors issues related to conditions of service of staff and advises the supervisor of any developments.

Procurement

8. Researches and presents information from a variety of internal and external sources on sources of supply, vendors by commodity, etc., and obtains specifications for new products and equipment on the market.

9. Resolves issues/problems related to delivered goods, including discrepancies between purchase orders and items/quantities shipped or received.

10. Prepares requisitions for supplies and equipment locally and abroad and arranges for control of distribution and maintenance of appropriate inventory records.

11. May authorize purchases up to a limit within an assigned area of responsibility.

12. Coordinates timely delivery of goods and services.

General

13. Analyses and maintains an overview of the work of the office to ensure that timely administrative support is provided in general and specialized areas.

14. Supervises, directly and indirectly, activities concerned with office and grounds maintenance, security, transport and similar services.

15. Briefs staff on general administrative matters and practices. Advises and assists senior staff in the area of office management. Arranges for and/or attends meetings on day-to-day administrative matters, participates in discussions of new or revised procedures and practices, interprets and assesses the impact of changes and makes recommendations for follow-up action.

16. Prepares correspondence, status reports, draft evaluations and justifications, as required, by consolidating data and information on general administrative or specialized tasks which may be of a confidential nature within the assigned area of responsibility.

17. Supervises the maintenance of automated databases and the centralized reference and filing systems.

18. Verifies contractors' invoices against the goods and services provided by the contractor.

19. Processes the payment of contractors' invoices and monitors payments.

20. Identifies and resolves diverse issues/problems as they arise and determines appropriate actions.

Working relationships

Work requires interaction with all levels of staff within the organization, ranging from managers, supervisors and professionals to clerical workers, tradesmen and other support staff, to give advice and provide assistance. Regular external contacts with vendors, contractors and service providers to negotiate and settle complex issues with respect to the provision of services to the organization and to ensure quality.

Team role and impact of work

Coordinates and directs a broad range of administrative services that allow organizations to operate efficiently. Assigns support-level staff to meet work requirements, effectively organizes and supervises lower-level staff, and provides guidance and training in the area of responsibility. The work broadly affects the efficiency of the organization.

Required knowledge and skills

Satisfactory knowledge and skills can be acquired through secondary school diploma supplemented by a certificate or associate degree plus extensive, progressively responsible experience in a related area.

Should have good leadership and communication skills and be able to establish effective working relationships with persons at varying levels and occupations. Should be analytical, detail-oriented, flexible and decisive. Must be able to coordinate several activities at once, quickly analyse and resolve specific problems and cope with deadlines.

Annex VI

Overview of United Nations staff structure

1. Staff of the organizations of the United Nations common system are divided into two categories of personnel: the Professional and higher categories and the General Service and related categories. The salary survey which is currently being conducted is to establish the conditions of service for staff in the latter category. In order to assist in the matching of the United Nations jobs with those in your organization, it might be useful to consider the following characteristics of each category.

2. Where work in the Professional and higher categories is analytical and conceptual, the General Service category contributes to the execution of the programmes of the organization through work that is procedural, operational and technical. These functions support programme and process continuity and are central to efficient service delivery. The work ranges from routine or repetitive work undertaken in line with detailed instructions to functions that are varied, complex and para-professional, requiring the identification and consideration of alternatives and sometimes analysis, and are based on extensive and in-depth knowledge of a specific subject area. General Service work involves the application of specific knowledge gained through experience and familiarity with the procedures of the organization. The performance of General Service functions often requires post-secondary education and technical or administrative training. Staff in the Professional category are recruited internationally, while General Service staff are recruited locally and include a large number of nationals of the country of the duty station.

3. General Service staff are typically supervised by staff in the Professional and higher categories, although there are some instances where senior General Service staff have supervisory responsibilities over other General Service staff. Contrary to posts in the Professional category, General Service posts do not require academic qualifications at the level of a university degree. An organizational chart has been provided for some of the benchmarks enclosed in order to show the hierarchy in which the posts in question operate.

4. It should be noted that the requirements in the benchmarks reflect the minimum level of qualifications and experience required to perform the duties and responsibilities. Staff in these positions may have higher academic qualifications and more extensive experience than what is stated in the benchmarks. Individual qualifications, however, are not considered in the salary survey process, which focuses on a comparison of jobs, as opposed to individuals in the jobs.

Annex VII

Model survey questionnaire

CONFIDENTIAL

Survey of conditions of employment in ____________________

Survey reference month: ____________________

Employer code No.:

Date:

Interview with

Name:

Title:

Part I

1. General

1.1 Total number of staff

1.2 Number of office employees (secretarial, clerical, etc., excluding executives, managers, sales personnel, etc.)

1.3 Number of manual workers

1.4 Sector of activity

1.5 How long has your organization/enterprise been established in the locality?

2. Salary system

2.1 Job classification

2.1.1 Do you have a job classification system? Yes/No

2.1.2 Do you have standard job descriptions corresponding to the jobs surveyed? Yes/No

If yes, please provide copies.

2.2 Salary structure

2.2.1 Do you have:

(a) A salary scale with fixed increments? Yes/No

(b) A salary range? Yes/No

If yes to (a) or (b), please provide copy.

2.2.2 Are adjustments to your salary scale or range or your overall level of salaries based on:

(a) Revisions to collective agreements? Yes/No

(b) Movements of a consumer price index? Yes/No

(c) Movements of a wage or salary index? Yes/No

(d) Other criteria or a combination of the above? Yes/No

If yes, please explain.

2.2.3 What is the usual interval between adjustments to your salary scale or range or your overall level of salaries?

(a) Date and percentage of last increase

(b) Expected date and percentage of next increase

2.2.4 Do adjustments to your salary scale or range result in an automatic salary increase for all employees paid on the basis of that scale or range? Yes/No

If no, please explain.

2.3 Adjustments to the salaries of individual employees

2.3.1 What is the normal interval between increases in the salaries of individual employees?

2.3.2 Are salary increases for individual employees:

(a) The same for all employees in a given job or grade? Yes/No

(b) Variable according to the employee's performance? Yes/No

(c) Given in addition to the increase described under 2.2.4? Yes/No

2.3.3 Is there a maximum salary for each job or grade which cannot be exceeded? Yes/No

If no, please explain.

2.4 Comments on the salary system

3. Other elements of remuneration

3.1 What elements of remuneration, in addition to base salary, do you pay or make available across the board to all employees covered by this survey?

				Subject to contribution			
	Percentage of annual base salary	*Flat or amount per annum*	*Taxable (Yes/No)*	*Pension (Yes/No)*	*Health insurance (Yes/No)*	*Unemployment insurance (Yes/No)*	*Comments*
(a) Additional months of salary							
(b) Year-end bonus							
(c) Profit sharing							
(d) Meal allowance or subsidy							
(e) Transportation allowance							
(f) Other (please specify)							

3.2 In addition to base salary and the remuneration elements listed under item 3.1, what bonuses or premiums do you pay to individual employees or groups of employees covered by this survey?

				Subject to contribution			
	Percentage of annual base salary	*Flat or amount per annum*	*Taxable (Yes/No)*	*Pension (Yes/No)*	*Health insurance (Yes/No)*	*Unemployment insurance (Yes/No)*	*Comments*
(a) Efficiency or productivity premium							
(b) Long-service bonus							
(c) Premium for use of additional language							
(d) Other (please specify)							

4. Hours of work

4.1 What is the length of your normal work week, excluding lunch breaks? ________ hours

5. Other allowances

5.1 Do you pay family allowances in addition to those provided under national social security legislation? Yes/No

If yes, please describe briefly.

5.2 Do you provide other benefits in respect of your employees' dependants in addition to those mentioned above (e.g., for schooling and attending sports)? Yes/No

If yes, please describe briefly.

6. Fringe benefits

Please indicate whether you offer any of the following benefits and, if so, describe briefly (main provisions including amounts involved, number of eligible staff, number of staff using the benefit, whether benefits are taxable, etc.):

6.1	Housing assistance	Yes/No
6.2	Free or subsidized company products or services and other goods or services provided free or at reduced cost	Yes/No
6.3	Financial assistance (e.g., loans)	Yes/No
6.4	Recreational facilities (e.g., subsidies)	Yes/No
	What is the approximate annual cost of the above recreational facilities for your organization/enterprise?	
6.5	Other	Yes/No

Part II

Employer code No.: ____________ Date: ___________________

Please provide below the requested information for the jobs in your organization/ enterprise found to be comparable to the survey jobs. Salary data should relate to the month of (survey reference month). All amounts should be (monthly or annual, depending on the locality) and should be expressed in (name of currency).

UN job No.:

UN job title:

Data on matching job

Title:

Grade:

No. of incumbents:

Work week:

Minimum base salary:

Average base salary:

Additional months of salary:

Other taxable elements of remuneration:

Non-taxable elements of remuneration:

Part III

1. Leave, sick leave and public holidays

   1.1 How many days of paid annual leave do you provide (in working days, i.e., excluding normal weekly days off)? ____ days

   1.2 How many paid public holidays do you have? ____ days

   1.3 Do you grant additional days off:

   (a) In conjunction with public holidays? ____ days

   (b) For personal reasons (e.g., marriage, birth of a child, death in the family, sickness of a child)? ____ days

2. Overtime compensation and shift and night differentials

   2.1 What is the number of working hours after which overtime is payable? ______ hours/day

   ______ hours/week

   2.2 At what rate is overtime compensated:

   (a) On weekdays? ____% of _____

   (b) On Saturday? ____% of _____

   (c) On Sunday? ____% of _____

   (d) On public holidays? ____% of _____

   (e) At night? (please specify hours) ____% of _____

   2.3 Do you provide for compensatory time off in lieu of paid overtime? Yes/No

   2.4 Do you pay a shift allowance or a night differential? Yes/No

   If yes:

   (a) For which work shifts?

   (b) At which rates?

   2.5 Please indicate any additional benefits (e.g., reimbursement of meal and/or transportation expenses) which you provide for work performed outside regular working hours.

3. Social security

   3.1 Pension plan

   Do you contribute to the national pension plan on behalf of your employees? Yes/No

   How much per employee (percentage of salary or other flat sum) do you contribute?

   Do your employees contribute to the national pension plan? Yes/No

How much per employee (percentage of salary or other flat sum) do they contribute?

3.1.1 Do you sponsor a pension plan for your employees that is in addition to any national pension plan or old age social security system? Yes/No

If yes, what is the employer's annual cost per employee, e.g., percentage of annual salary, amount of matching contributions to savings, etc. Also, please provide any relevant documentation on the plan.

3.1.2 How is the plan funded (e.g., respective of employer/employee contributions, basis for determination of contributions, etc.)?

3.2 At what age/after how many years' participation in the pension plan is the employee entitled to a full pension, without reduction of benefits?

3.3 Which salary amount is used to calculate the pension benefit (e.g., last three years' average, last year's salary, etc.)?

3.4 What is the formula used for the calculation of the pension benefit (e.g., percentage x years of service x salary amount used to calculate pension benefit)?

3.5 What is the maximum pension benefit which can be attained, expressed as a percentage of the salary amount used to calculate the benefit? ____%

3.6 Does your pension plan provide for survivor benefits? Yes/No

If yes, please indicate in respect of whom and the amount of the benefit in relation to the employee's pension.

3.7 How are pension benefits adjusted (e.g., based on inflation or real salary increases)?

4. Health insurance

4.1 Do you have a health insurance scheme in addition to provisions under the national social security system? Yes/No

If yes, please provide any relevant documentation.

4.2 Please indicate:

(a) Employer contributions (amount or percentage) of salary paid towards premiums.

(b) Employee contributions (amount or percentage) of salary paid towards premiums.

4.3 What percentage of medical expenditures is generally reimbursed? ____%

4.4 Is coverage provided for the employee's dependants? Yes/No

If yes, please indicate:

(a) Employer contributions (amount or percentage)

(b) Employee contributions (of premium)

4.5 Do you provide after-service medical coverage? Yes/No

If yes, please describe briefly.

4.6 Other social benefits

4.6.1 Do you provide accident insurance in addition to provisions under the national social security system? Yes/No

If yes, please indicate:

(a) Employer contributions (amount or percentage)

(b) Employee contributions (of premium)

(c) Do you provide coverage for accidents which are not service-incurred? Yes/No

4.6.2 Do you provide life insurance coverage for your employees? Yes/No

If yes, please indicate:

(a) Employer contributions ____% of premium

(b) Employee contributions ____% of premium

4.6.3 Do you provide any compensation to employees who are separated from service as a result of the abolition of their position or of an overall reduction in the number of staff? Yes/No

If yes, please describe briefly.

4.6.4 Job-related training or educational assistance Yes/No

What is the approximate annual cost of the above training or educational assistance for your organization/enterprise?

Annex VIII

Quantification of benefits and allowances

1. The following paragraphs provide some examples of how the more common benefits may be quantified. Some of the examples can be applied to more than one benefit; for example, the method for quantifying low-interest loans can equally be applied to specific savings plans. Thus, the examples can both be applied to the benefit described and used as a guide for quantifying similar benefits. Generally, when benefits vary in value from job to job it will be necessary either to apply the value at each job level separately or to apply an average value of the benefit to all jobs. In the latter instance, use of a weighted average would be preferable.

Housing

Cash

2. The methodology specifies that where a housing allowance is paid, the value of the benefit provided by the employer should be related to the jobs surveyed and an average value established. This value as an amount or a percentage of salary could be accounted for.

Non-cash

3. On the rare occasion when an employer provides free housing uniformly to employees, an appropriate adjustment is normally the average rental allowance paid by the other employers. However, when the provision of in kind housing is limited to a specified group of employees, with remaining employees receiving a housing allowance, the value of the employer-provided housing should be quantified at the same value as the housing allowance. When employers have secured housing on the commercial market for staff, the benefit is valued on the basis of cost to the employer (i.e., the cost of the lease to the employer and any related expenses).

4. When the employer provides housing at a reduced rental, the difference between the outside rental cost of equivalent housing and the amount the employee is actually paying would be accounted for, but this would normally not exceed the average rental allowance referred to above unless clearly established reasons existed for such a difference. If difficulty exists in establishing the value of identical housing on the market, then the average rent paid by United Nations General Service employees at the duty station should be used, provided that the housing is of equivalent standard.

Utilities

5. If utility costs are also paid for or subsidized, the employer should be requested to provide an average cost per employee (for instance, through examining average kilowatt/hour consumption per staff member and the resulting payment by the employer). If this is not possible, the actual cost of the utility for the average per family consumption for the duty station, as given by the appropriate authority, should be applied.

Items provided in kind (as opposed to company products)

6. Such benefits (food or clothing) are quantified on the basis of cost to the employer. Refreshments provided to the employees throughout the workday are not quantified, since these do not constitute a basic element of compensation.

Company discounts or commissary privileges

7. When an employer operates a discount sales programme or a commissary, the benefit should be quantified on the basis of cost to the employer. In all cases, quantification should be adjusted to reflect the degree of utilization of the benefit by the employees of the comparator employer.

Low-interest loans (non-housing)

8. Some employers provide low-interest loans to their employees to assist in the purchase of certain goods or services. This benefit should be taken into account only when no constraint is placed on the eventual disposal of property or items purchased through the loan scheme. The value of this benefit could be determined as follows:

(a) Where the amounts borrowed do not vary significantly by grade or job, multiply the outstanding loan balance of all employees by the difference between the prevailing interest rate and the interest rate charged by the employer. This, when divided by the total number of employees to whom the benefit is available, gives an amount that can be added to salary levels;

(b) Where the amount borrowed differs significantly by job or grade, separate calculations may need to be made for each grade level.

In no case should the amount added be greater than 3 per cent of taxable income.

Low-interest housing loans

9. Whereas the approach to quantifying a housing loan is the same as that applied for other loans, the benefit of the interest rate savings is not subject to a cap. The formula to quantify loans calls for the average principal to be multiplied by the marginal rate of interest (i.e., the difference between the prevailing commercial rate and the subsidized rate of interest). Where loans are provided on a one-time basis and are not renewable, the annual interest rate savings are to be multiplied by the repayment period and divided by an average 30 years. In all cases, the quantified value is to be adjusted to reflect the actual utilization of the benefit with the comparator.

Transport

10. In order for an adjustment to be made for transport, the employer must be situated in a location that is normal for the duty station; specifically, an employer located in a remote area that must transport staff to work would not warrant a salary adjustment.

11. If specific monetary allowances or tickets are paid by the employer, the average value of these elements should be taken for the employer's workforce.

12. In some instances the use of cars is reimbursed or cars are provided for use. Often such benefits are provided to managerial or sales personnel only, and care must be taken in assessing this benefit to ensure that it is available to a majority of surveyed staff. A value for this benefit should not be included unless the employees of the surveyed employer use vehicles extensively for personal use. In such cases, the actual annual saving to the employee would be a reasonable amount to incorporate for quantification purposes. The value of the car and related benefits, including insurance, maintenance, fuel, and paid parking facilities, should be treated as taxable non-pensionable benefits since an equivalent monetary value offered by employers for such benefits would be taxable. If free transport is provided by an employer, the quantification should be based on the cost to the employer, provided that the utilization criteria are met.

13. At duty stations where the United Nations organizations provide transport to national staff, it is appropriate to quantify transport benefits provided by employers and to establish a charge for United Nations-provided transport.

Airline tickets

14. The provision of an airline ticket is, in effect, a service provided with several restrictions that the employee could not sell privately, unlike a number of other consumable products. Therefore, airline tickets should not be quantified in the data analysis.

Meals

15. Free or subsidized meals should be quantified on the basis of the cost to the employer. Where the employer is unable to provide a cost, the benefit should not be quantified.

Separation or termination benefits

16. Where separation or termination benefits exist at duty stations covered by the present methodology, they are either in lieu of retirement benefits or a part of a retirement package. Separation or termination benefits therefore should not be quantified into salaries but should be compared with equivalent provisions provided by the United Nations system.

Funeral benefits

17. Where employers provide assistance to meet funeral-related costs in the event of the death of a staff member or dependant, a similar allowance should be created if the benefit is offered by at least 75 per cent of the employers retained. Such an allowance, however, should be established for the death of a dependant, as common system death grant provisions already provide a benefit in case of the death of a staff member.

Annex IX

Cash elements of remuneration to be considered pensionable

1. Additional months' salary.
2. Profit-sharing payments (excluding schemes which provide supplemental retirement income).
3. Housing-related allowances.
4. Performance payments.
5. Bonuses.
6. Food-related allowances (excluding meal allowances).
7. Cost-of-living allowance.

All other cash remuneration elements should be considered non-pensionable. These include, but are not limited to, allowances related to meals, transport (including the use of automobiles), leave, apparel, recreation and representation.

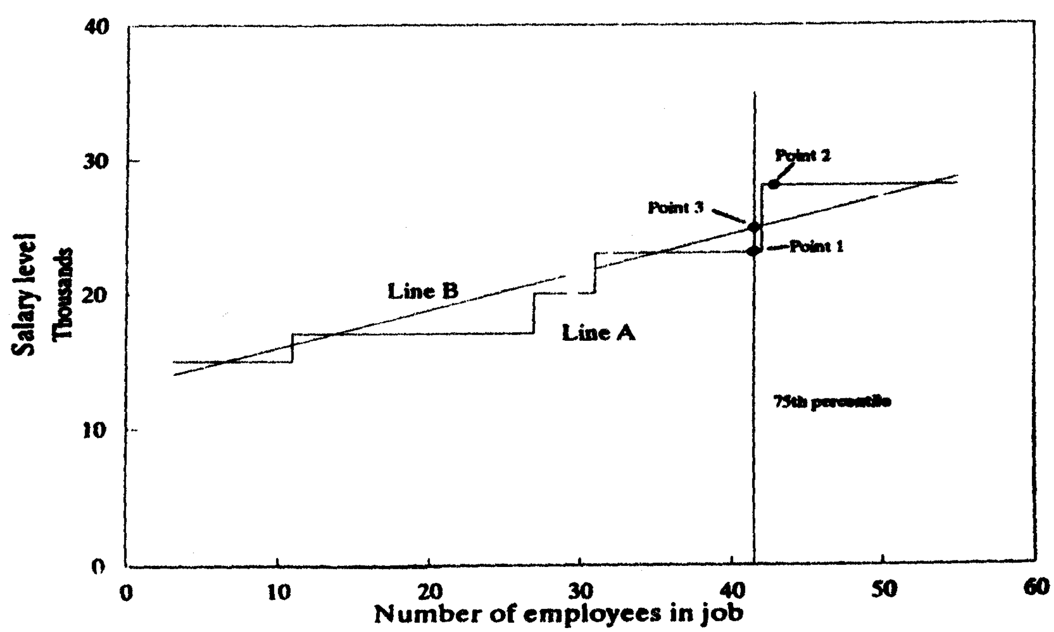
Annex X

Interpolated 75th percentile method

1. The standard 75th percentile method selects a point in a range of salaries per job by ranking the salaries, usually in descending order, employee-by-employee. The selection process, in effect, moves along the line labelled “A” in the figure and passes through each employee (and the related salary) until the employee (and the related salary) represented by the 75th percentile is found. It will be noted that some segments of line A rise steeply while others level off. The portions that level off represent those employees that have the same salary levels, while those that rise steeply represent employees with significantly different salaries. In the example shown in the figure, point 1 on line A, represented by the 100th employee in the ranking, is determined to be the 75th percentile level. However, point 1 is significantly below point 2, which could easily have been the 75th percentile level had there been two or three more incumbents in that outside matching job.

2. The addition or deletion of two or three incumbents in an outside matching job should not have a significant effect on the level of the salary selected as the 75th percentile outside matching salary per job. This problem is eliminated by selecting the 75th percentile level not from the unevenly progressing actual salary data, but from smoothed salary levels generated by regressing the actual data, as represented by line B in the graph. In the example shown, point 3 would be selected as the 75th percentile outside matching salary for the job concerned.

Interpolated 75th percentile method



Annex XI

Modified logarithmic weighting system

1. Under the traditional logarithmic weighting system, the log of one is zero. In order for matches with a single outside incumbent to be taken into account, a modified logarithmic weighting system should be used, whereby a weight is assigned to one and the weights for other numbers are revised accordingly.

2. An illustration of such a modified logarithmic weighting system is provided below, based on the formula:

$$W = \frac{\log(N) + \log(N+1)}{2}$$

	Weight applied by	
Number of outside incumbents	*Traditional system*	*Modified system*
1	0	0.3466
2	0.6931	0.8959
3	1.0986	1.2425
4	1.3863	1.4979
5	1.6094	1.7006
10	2.3026	2.3502
100	4.6052	4.6102
1 000	6.9078	6.9083

Annex XII

Dual payline method for the selection of internal matching points

1. Under the dual payline method, the internal matching point is not represented by any particular step within a grade, but by the entire grade. The average salary per grade of United Nations common system staff at the duty station concerned is calculated for each surveyed grade, using data on the number of incumbents at each step (except for longevity or long-service steps) and the related salary amounts. These figures are then smoothed by regression analysis. Similarly, the outside matching salaries per job and per grade are based, in the first instance, on average salary data collected from the surveyed employers for each job matched. Regression analysis is applied to produce a number of outside matching points per grade, which are compared with the inside matching points per grade.

2. In the example shown in the figure, line A represents the regressed outside data and line B the regressed inside data. A comparison of line A with line B defines the gap between inside and outside pay rates. If the inside line is below the outside line, inside staff are being paid less than outside staff in comparable jobs, and a salary increase would be required. The reverse is true if the inside line is above the outside line. In the example provided, the inside line B is below the outside line A at all grades, and an increase in inside salaries would therefore be warranted.

Illustration of the dual payline method for the selection of internal matching points